



MEMORIAL UNIVERSITY OF NEWFOUNDLAND

ANNUAL REPORT

2019-20



Board of Regents

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December 18, 2020

Honourable Tom Osborne, MHA
Minister of Education
Government of Newfoundland and Labrador
Confederation Building
St. John's, NL A1B 4J6

Dear Minister Osborne:

In accordance with the Board of Regents' responsibilities under the **Transparency and Accountability Act**, I present the 2019-20 annual report for Memorial University of Newfoundland, a category one entity.

The activities in this report coincide with initiatives outlined in the document Memorial University of Newfoundland Strategic Plan, April 1, 2017 - March 31, 2020, that was tabled in the House of Assembly.

The main strategic issues include:

- Teaching and learning
- Research, scholarship and creative activity
- Public engagement
- Enabling success

This report covers the university's annual objectives for April 1, 2019 to March 31, 2020; the third year of the three-year plan. My signature below is indicative of the Board of Regents' accountability for the results reported.

Sincerely yours,

A handwritten signature in black ink that reads "Iris Petten".

Iris Petten
Chair, Board of Regents

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Institutional Overview

Memorial University was established in 1925 as a memorial to the Newfoundlanders who lost their lives on active service during the First World War and subsequent conflicts. What started as a small teachers' training school nearly 100 years ago has since grown into a comprehensive doctoral university offering more than 100 degree programs, a broad program of scholarly research and knowledge creation, as well as an array of public engagement activities. Now one of the largest educational institutions in eastern Canada, more than 18,000 students from over 100 countries are enrolled at Memorial University. From the classics to advanced technology, Memorial offers certificate, diploma, undergraduate, graduate, and postgraduate programs across five campuses, the Labrador Institute, and online. A global network of more than 85,000 accomplished alumni throughout the world strengthens Memorial University's capacity and reputation for leadership in research, teaching and public engagement.

As Newfoundland and Labrador's only university, Memorial has a special obligation to the people of this province. The university strives to have national and global impact, while fulfilling its social mandate to provide the people of the province with access to university education and to contribute to the social, cultural, scientific, and economic development of Newfoundland and Labrador and beyond.

Memorial University Campuses

St. John's Campus

The St. John's campus is Memorial's largest with more than 40 buildings, housing teaching, research, and public engagement facilities supporting of six faculties and six schools. The campus offers undergraduate, graduate, and professional programs in a comprehensive range of disciplines. Research facilities support the diversity of programs and reflect the university's mid-North Atlantic location and unique cultural heritage. The campus also houses central administrative services for the entire university system and the Queen Elizabeth II Library system, which has one of the most notable collections in Atlantic Canada.

Grenfell Campus

Sir Wilfred Grenfell College was established in Corner Brook in 1975 to address the educational needs of the west coast of the province. Initially created to provide students with an opportunity to complete the first two years of their program on the west coast, the campus has evolved to offer a host of undergraduate and graduate degree programs in arts, sciences, environmental studies, and fine arts, among others. In 2010 the College was restructured to become Grenfell Campus.

Marine Institute Campus

The Marine Institute (MI) was established as the College of Fisheries, Navigation, Marine Engineering and Electronics in 1964 and merged with Memorial University in 1992. The Marine Institute campus is located in St. John's, with other facilities in Foxtrap, Holyrood, Stephenville, and Lewisporte. Having one of the most advanced and comprehensive collections of marine research and educational facilities, MI is recognized globally as a leader in marine education and applied research. MI offers a variety of graduate, undergraduate, diploma and certificate programs in areas related to fisheries and oceans along with a vast array of industrial response courses and other outreach activities.

Harlow Campus

Memorial University's Harlow Campus is a small residential facility located abroad in Old Harlow, Essex, United Kingdom. A number of academic units from Memorial's campuses offer programs and credit courses at the Harlow Campus. The campus also houses a limited number of interns from Social Work, Pharmacy, Business, and Engineering programs. The campus also acts as a base for faculty members and graduate students conducting research or further study in the United Kingdom and the European Union.

Signal Hill Campus

Memorial's location at the site of the old Battery Hotel in St. John's was officially named the Signal Hill Campus in July 2018 and officially opened to the public in September 2018. With a focus on public engagement and innovation, the site includes conference and meeting facilities, graduate student accommodations and the following Memorial units:

the Office of Public Engagement, the Gardiner Centre, Genesis Centre, the Harris Centre, the Newfoundland Quarterly and the Johnson Geo Centre, along with the Memorial University Pensioners Association and the community organization, Business and Arts NL.

Labrador Institute

In addition to the five campuses noted above, Memorial University also maintains an important presence in Labrador through the Labrador Institute. Established in 1977, the Labrador Institute is mandated to stimulate, coordinate, and support major university projects and programs and to expand the Labrador knowledge base. The goal of the Labrador Institute is to facilitate the educational aspirations, research requirements, and the socio-cultural well-being of the people of Labrador. It has offices in three locations: Happy Valley-Goose Bay; Labrador City; and North West River. All offices are co-located with College of the North Atlantic (CNA). The institute recently transitioned from an administrative unit to an academic unit of the university and is now the home of the School of Arctic and Sub-Arctic Studies.

The **Memorial University Act** specifies the role, responsibilities, structure and other governance and administrative aspects of the university. The university is governed by a Board of Regents, which includes: ex-officio positions, members appointed by the Lieutenant-Governor in Council, members elected by Memorial University alumni, and student members appointed by the Lieutenant-Governor-in-Council. The following table presents the members of the Board of Regents as of March 31, 2020.

Ex-Officio	Appointed by Lieutenant-Governor in Council	Elected by Memorial University Alumni Association	Students Appointed by Lieutenant-Governor in Council
Dr. Susan Dyer Knight, Chancellor	Iris Petten, Chair	Bud Davidge	Amaan Merchant
Dr. Gary Kachanoski, President and Vice-Chancellor	Margaret Allan	Cathy Duke	Brandon Ellis
Dr. Noreen Golfman, Provost and Vice-President (Academic)	Glenn Barnes	Denis Mahoney	Michael Howse
	Mark Bradbury	Katharine Hickey	Ian Duncan Chandi Anunda
	Joe Dunford	Rex Gibbons	
	Doug Letto	Andrew Woodland	
	Catherine Rowsell		
	Donne Rideout		
	George Saunders		
	Michelle Baikie		
	Robert Bishop		
	Dennis Waterman		
	John Gibbons		
	Karen McCarthy		
	Eleanor Swanson		

The legislation also defines the governance structure of the institution and the powers and responsibilities vested in it. The governance system is bicameral, having two governing bodies: the 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.” The Senate has “general charge of all matters of an academic character.”

Subsection 36(2) of the Act mandates that the university cannot incur liability or make an expenditure without the consent of the Lieutenant-Governor- in Council, which exceeds one-quarter of one per cent of the total of a grant made to the university by the Legislature and estimated revenue of the university from other sources for the current year. Section 38.1 of the Act is intended to preserve the autonomy of the institution, ensuring that the merits of decisions or actions of the Board or the Senate taken in contemplation of work customarily associated with a university is not questioned by the Auditor General and 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 provisions in this Act intended to protect the autonomy of the institution.

Information about the mandate, lines of business and mission of the university can be found in Memorial’s [Strategic Plan 2017-20](#).¹

Key Statistics

Memorial’s enrolment for the first year after receiving university status stood at only 307 students. Today, the university has enrolled 18,308 undergraduate and graduate students. While this enrolment has been achieved in large measure by educating and serving the people of Newfoundland and Labrador, the university now attracts a more diverse population of students from regional, national and international communities. The following table provides detailed academic program enrolment information for fall 2019 by campus, program level, gender and enrolment status.

¹ Strategic Plan 2017-20 available at https://www.mun.ca/ciap/Planning/MUN_2017-20_StrategicPlan.pdf

	Undergraduate				Graduate				Total
	Female	Male	Not Specified	Total	Female	Male	Not Specified	Total	
St. John's Campus+	6,002	4,752	74	10,828	1,959	1,767	6	3732	14,560
Full-time	5,686	4,534	74	10,294	1,214	1,405	4	2623	12,917
Part-time	316	218	0	534	745	362	2	1109	1,643
Grenfell Campus^	884	380	17	1,281	37	37	1	75	1,356
Full-time	853	366	17	1,236	36	37	1	74	1,310
Part-time	31	14	0	45	1	0	0	1	46
Marine Institute~	260	737	11	1,008	102	133	2	237	1,245
Full-time	160	529	7	696	48	43	0	91	787
Part-time	100	208	4	312	54	90	2	146	458
Distance	739	401	7	1,147	0	0	0	0	1,147
Full-time	196	98	2	296	0	0	0	0	296
Part-time	543	303	5	851	0	0	0	0	851
Total*	7,885	6,270	109	14,264	2,098	1,937	9	4,044	18,308

+ - Includes Centre for Nursing Studies

^ - Includes Western Regional School of Nursing

~ - Excludes Marine Institute industrial response courses. This data is published only once a year and is therefore represents the previous academic year. The total enrolment in these courses for the 2018-19 Academic Year was 6,051 and the revenue generated from them subsidizes the administrative and faculty costs of the Institute.

* - Excludes 250 post graduate medicine students

- Note: Students studying at Harlow Campus or the Labrador Institute are included in the campus where they registered for their academic programs.

As of March 2020, Memorial employed more than 3,700 faculty and staff across its campuses in the province, as shown in the table below.

	Faculty*				Staff				Total
	Female	Male	Not Specified	Total	Female	Male	Not Specified	Total	
St. John's Campus	529	635	0	1,164	1215	778	6	1,999	3,163
Full-time	448	546	0	994	1,112	742	3	1,857	2,851
Part-time	81	89	0	170	103	36	3	142	312
Grenfell Campus	47	57	0	104	102	63	0	165	269
Full-time	40	53	0	93	94	62	0	156	249
Part-time	7	4	0	11	8	1	0	9	20
Marine Institute	43	145	0	188	92	62	0	154	342
Full-time	41	138	0	179	92	62	0	154	333
Part-time	2	7	0	9	0	0	0	0	9
Total	619	837	0	1456	1409	903	6	2318	3,774

* - Signal Hill Campus, Harlow Campus and Labrador Institute staff are included in the St. John's Campus numbers.

Memorial University's fiscal year is April 1 to March 31. Financial statements are prepared by the university's Financial and Administrative Services staff and audited by an external auditor. In 2019-20, the total operating budget for the university (including the Faculty of Medicine) is \$438.1 million and the capital budget is \$2.4 million. Revenues include: grants from the provincial government of \$364.9 million; student tuition and fees of \$65.5 million, a grant from the federal government of \$4.6 million; and smaller sources of income including endowments and investments.

Highlights and Partnerships

Memorial is proud of many key accomplishments during 2019-20. The following are some examples.

- In 2019, Memorial awarded 3,326 degrees during its spring and fall convocations, including 2,370 bachelor's degrees, 849 master's degrees, and 107 doctorate degrees.
- Graduate enrolment for fall 2019 semester increased to an all-time high of 4,044, increasing from 3,834 in fall 2018 and up over 51 per cent since 2009.
- International enrolment also achieved an all-time high, reaching 3,481 in fall 2019, compared to 1,143 in 2009, for an increase of 204 per cent.
- At Spring 2019 Convocation, Memorial University conferred its 100,000th degree since its first convocation ceremony in 1961.
- The Tri-Agency (CIHR, SSHRC and NSERC) invested more than \$18.5 million into research projects at Memorial.
- Memorial University and Nunavut Arctic College (NAC) signed a memorandum of understanding cementing a 10-year partnership between the two institutions. Over the next decade, Memorial will work together with NAC to promote northern research opportunities, build administrative capacity and expand post-secondary programs available to learners in Nunavut through joint credentials with the expressed purpose of increasing Inuit employment. The new credentials will be degrees awarded by both NAC and Memorial. The first initiative of the strategic partnership is the delivery of a refocused Nunavut Teacher Education Program.
- The Vice-President (Administration and Finance) established a Strategic Procurement unit within Financial and Administrative Services in June 2019 in order to streamline administrative purchasing and to serve as a purchasing advisory resource, pan-university.
- Memorial welcomed two new Canada Research Chairs (CRCs) in June 2019, representing a total investment of \$2,039,262 by the federal government: Dr. Michael Leitges, tier one CRC in Cell Signaling and Translational Medicine, Faculty of Medicine, and Dr. Heather Reader, tier two CRC in Chemistry of the Ocean and Atmosphere, Faculty of Science.

- Dr. Rose Ricciardelli, Sociology, and Dr. Alex Marland, Political Science, were inducted into the College of New Scholars, Artists and Scientists of the Royal Society of Canada in September 2019.
- Memorial ranked No. 1 among Canada's universities with medical schools when it came to industry research income as a percentage of its total research income, according to the 2019 report of Research Infosource Inc. Memorial ranked among Canada's top post-secondary institutions to have increased their output in top-cited journals over the past decade, according to the Centre for Science and Technology Studies.
- As part of its input into the provincial government's Public Post-Secondary Education Review process, in January 2020 Memorial launched a PPSEER resource website to bring together a wide range of university performance metrics and data pertaining to the review's terms of reference and the university's priorities.
- The 2019-20 year saw the end of terms for Dr. Gary Kachanoski and Dr. Noreen Golfman as the President and the Provost respectively. After an extensive inclusive and consultative presidential search process, in December 2019 the university announced the appointment of Dr. Vianne Timmons, the first woman to serve as President and Vice-Chancellor. Dr. Timmons began her five-year term in April 2020. Dr. Mark Abrahams was appointed Provost and Vice-President (Academic) *pro tempore* effective May 1, 2020.
- The Pye Centre for Northern Boreal Food Systems at the Labrador Institute was officially established in 2019-2020.

Memorial has reached several milestones in 2019-20 with regard to key infrastructure projects.

- Grenfell Campus partnered with the City of Corner Brook to help the city secure \$24.7M in funding to construct a regional aquatic and recreation centre based at the former pool facility on Grenfell Campus.
- The university is currently completing a Campus Master Plan update for the St. John's and Signal Hill Campuses. The outcomes of the 2019 design charrette will form part of the master planning process moving forward, which is anticipated to be completed in the 2021-22 fiscal year.
- The detailed design of the Holyrood Marine Base Phase IIB, as discussed under infrastructure section of this report, has been completed. The tender for project construction closes in August 2020, with construction expected to be completed in 2022.
- Work on the Core Science Facility on St. John's Campus continues. The exterior envelope is substantially complete and emphasis is now on interior architectural fit-up, and laboratory casework installation. These fit-up activities are currently being carried out throughout all of the building's pavilions and inspection/close out procedures have commenced.

A number of new academic programs were launched at Memorial in 2019-20 and significant achievements among existing programs were celebrated.

- Grenfell Campus continued to develop new graduate programming, including a new Master of Management program and a PhD in Transdisciplinary Sustainability, as well as the development of a proposal for a PhD program in boreal ecosystem and agricultural science.
- The Marine Institute received approval for two new masters degree programs, a PhD program, and a graduate diploma program.

Key partnerships continue to support growth and innovation at Memorial. The following are examples of partnerships that were established or have continued during 2019-20.

- In July 2019, Memorial welcomed a joint federal-provincial investment of \$4.8 million for research aimed at reducing emergency room wait times and improving patient care.
- The Johnson GEO Centre Foundation donated to Memorial University the infrastructure and assets of the Johnson GEO Centre, including GEO Park and other adjacent lands under lease from the provincial government, effective April 1, 2019. The offer of the multimillion dollar gift came after years of a mutually beneficial relationship between the centre and the university in which Memorial supplied diverse expertise and other resources to support the Johnson GEO Centre in return for access to the facility and parking. The centre has become part of Memorial's Signal Hill Campus and the university's cost-neutral operation of the centre is the responsibility of its Public Engagement division.
- As part of the ongoing success of CityStudio, which applies experiential learning techniques while creating opportunities for collaboration with the City of Corner Brook, CityStudio expanded to include a graduate level course in the winter of 2020.
- Workforce Innovation Centre/NL Forestry Industry Association funding of \$334,000 over three years was received to support research to develop and promote the new opportunities in the bioeconomy and ensure skilled workforce training particularly among underrepresented groups.
- College of the North Atlantic (CNA) and Grenfell Campus are developing a proposal to create a food and agriculture hub that will address the need for greater food security. The Boreal Food and Agriculture Research and Market Centre (B-FARM) will work in partnership with governments, industry and agricultural organizations to address challenges and leverage opportunities.
- The School of Fine Arts implemented a 2+2 articulation agreement between CNA's Film Animation program in Stephenville and Memorial's BFA(Visual Arts) at Grenfell Campus. The school also implemented a 2+2 articulation between Holland College's Theatre diploma program and Grenfell's BFA (Theatre).
- Grenfell Campus continued an ongoing collaboration for community-based health and interdisciplinary research in Port au Choix and Norris Point. Partners

include Western Regional School of Nursing (WRSON), the Great Northern Peninsula Community Place Advisory Board and the Bonne Bay Cottage Hospital Heritage Corporation.

- The Marine Institute received a combined \$8.5 million federal-provincial investment for the next phase of development at the Holyrood Marine Base in April 2019.
- The Atlantic Fisheries Fund (AFF) continues to invest more than \$4.3 million over 5 years in the Centre for Fisheries Ecosystem Research (CFER) at the Marine Institute to develop improved groundfish stock assessment models.
- A 10-year partnership was signed between Memorial University and Nunavut Arctic College to strengthen university education and research.
- The Labrador Institute continued to participate at the organizational level in key scholarly networks, including the Association of Canadian Universities for Northern Studies; the University of the Arctic; and the Canadian Network of Northern Research Operators. The Labrador Institute continues to expand its participation in standing scholarly networks, as well as project-based network partnerships. In 2019-2020, the Labrador Institute co-founded the Northern Higher Education Council (N-HEC) with Yukon University and Nunavut Arctic College.

Report on Strategic Issues

Memorial's 2017-20 Strategic Plan sets out four priority issues:

1 Teaching and Learning

2 Research, Scholarship and Creative Activity

3 Public Engagement

4 Enabling Success

From 2017 to 2019, Memorial laid much of the ground work required to work towards its three-year goals. The focus of 2019-20 has been on completing the final steps to support the overall plan. The following report provides an overview of the progress made during the third and final year (2019-20) of the three-year strategic plan with sections dedicated to the objectives associated with each strategic issue.

The university is a complex, decentralized organization with a multitude of academic, administrative and support units. As a comprehensive university, it offers a wide variety of educational programs, conducts research in a vast range of subject areas, and is involved in many initiatives across the university's campuses that serve the needs of the province and beyond. The scope and magnitude of its operations makes the preparation of these reports challenging. Efforts have been made to produce a document that is comprehensive, yet concise.

Issue 1: Teaching and Learning

Over the period of 2017-2020, Memorial University has achieved its goal to enhance its teaching and learning environment, primarily through the development of a renewed Teaching and Learning Framework (TLF) with the goal to strengthen the student educational experience through accessibility, engagement and student success. The university has:

- Enhanced programs and services to support teaching and learning, including a new strategic plan for Centre for Innovation in Teaching and Learning (CITL), and establishment of a Senate Committee on Teaching and Learning.
- Engaged students, educators, staff and the community to support teaching and learning with initiatives such as an Indigenization strategic planning process, the Teaching and Learning Conference, and the student award for outstanding self-directed learning.
- Increased collaboration with College of the North Atlantic on student-related initiatives, including the shared experiences of student learning using the Brightspace Learning Management System.

Memorial acknowledges that a key challenge in achieving its goal is that of implementing an evaluation plan that assesses the institutional impact of the TLF. The action on the framework happens at the academic-unit level. As Memorial is a multi-disciplinary and multi-campus university, the TLF is applied in a variety of different contexts across these academic units making it difficult to consolidate the impact of the TLF at the institutional level. Memorial continues to strive to develop systems and processes towards collecting data on and analyzing the metrics of the TLF in an effort to ensure the educational experience for all students is strong.

Goal 1: By March 31, 2020, Memorial University will have enhanced its teaching and learning environment.

Objective: By March 31, 2020, Memorial University will have furthered activities to enhance its teaching and learning.

2019-20 Results:

Indicator 1: Completed the Teaching and Learning Framework and began implementation.

In 2019-20 Memorial continued to implement the Teaching and Learning Framework 2023 (TLF), launched in December 2018, through a number of initiatives.

- In fall 2019, the Centre for Innovation in Teaching and Learning (CITL) completed a new strategic plan. The strategic plan consists of a new vision, mission, values, strategic priorities and core activities that will guide CITL as it plays a more central role in the implementation of the TLF and the evolution of the teaching and learning environment at Memorial. Its vision is 'Better Learning for All', and its mission to achieve this vision is to foster a culture of innovation at Memorial University that creates a positive impact on learning experiences.
- The CITL Advisory Council met twice during the period as per its mandate. The Council established three working groups on:
 - **The TLF:** to develop strategies to help instructors apply the framework to the classroom context.
 - **Fostering research in teaching and learning:** to advise on approaches to build capacity in academic staff members and those who engage in research to consider how they can ask questions related to student learning and begin answering questions.
 - **CITL programming and initiatives:** to provide feedback on proposed CITL initiatives or programs.
- The GIS course transfer credit between the Grenfell Campus School of Science and the Environment and Academy Canada has been "instructor approved" and is waiting for transfer requests from students to proceed further.
- 2019-20 saw the completion of student coursework and professional placements in the innovative Inuit Bachelor of Education program, based in Labrador and led by the Labrador Institute's Dr. Sylvia Moore, and the graduation of 10 new Inuit elementary teachers, with Indigenous studies teachables and Inuttitut language proficiency. All 10 of these students have since entered the workforce as teachers, and a comprehensive review of the IBEEd program has been completed.
- The Labrador Institute delivered an archaeology summer field school in North West River. This annual summer field school in archaeology represents significant achievements in community- and field-based learning, with local and visiting students experiencing life-changing learning opportunities and contributing to community engagement and knowledge creation, while also Indigenizing perspectives.
- The Marine Institute (MI) received approval for a Master of Applied Ocean Technology program, a Master of Science Program in Maritime Studies (Safety: The Human Element) and a PhD program in Maritime Studies, as well as a new Graduate Diploma in Applied Ocean Technology (Ocean Mapping).

- MI has begun to accept students in its new Bachelor of Maritime Studies program in Safety Management.

Indicator 2: Continued to enhance coordination among programs and services in support of teaching and learning.

In 2019-20 Memorial continued to support the coordination of teaching and learning programs and services through a number of initiatives.

- In support of the TLF and collaboration on initiatives, CITL created the following:
 - Descriptions of the three spheres of the student educational experience outlined in the TLF – accessibility, engagement and student success.
 - A TLF Toolkit to support academic units and instructors in their activities related to the TLF.
- The pilot test of the Education Advisory Board’s Student Success Collaborative (SSC) was completed with first-year students on the St. John’s campus. The results are being used to inform how Memorial can provide the highest level of support to students along their academic journey, ultimately increasing retention by connecting students with the right services and supports at the right time during their studies. These services include enhanced and more cohesive university-wide student advising practices.
- The planning process for an Indigenization strategy continued in consultation and partnership with the Indigenous Peoples of Newfoundland and Labrador.
- Memorial’s 2019 Teaching and Learning Conference was held with a theme to support the implementation of the TLF (Strengthening Our Educational Experience: Accessibility, Engagement and Success). The event involved faculty, students and staff across campuses of the university. It was considered a major success with 70+ presenters and 200+ participants.
- Plans were initiated for the 2020 Teaching and Learning Conference with the theme of Getting to the Heart of Learning.
- The undergraduate student award for self-directed learning received record interest, with 15 new applications from across three campuses (Grenfell Campus, Marine Institute, and the St. John’s campus). This surpasses the record of 13 applications in the first year of the award. With those carried forward from last year, a total number of 19 applications will be considered this year. The award goes to a student with outstanding self-directed learning, involving faculty from different disciplines and community partners.
- In fall 2019, the Associate Vice-President (Academic), Students, and the Associate Vice-President, Teaching and Learning, called for a task force of faculty, staff and student representatives across the St. John’s campus to advance work on articulating categories, definitions and pedagogical approaches of experiential learning (EL). The work of the task force will help the strategic development of EL opportunities for students, which is in support of student engagement and strengthening the overall student educational experience as outlined in the TLF.

- CITL worked with the Blundon Centre to further provide accommodations to students doing examinations in online courses. CITL saw an increase in the number of students requiring accommodations for examinations and additions to the types of accommodations requested.
- The Labrador Institute's summer field school in archaeology, offered by Dr. Scott Neilsen, combined the educational objectives of the Archaeology Department with the education and engagement priorities of the Labrador Institute, through an innovative, site-based curriculum and partnership with the Innu community of Sheshatshiu.
- Following three successful internships, with positive feedback from all participants and partners, the Labrador Institute International Indigenous Internship Program has been extended with additional funding for an additional three years. A fourth cycle of the internship began in winter 2020.
- The Labrador Institute expanded offerings of courses by remote delivery, with instruction either transmitted from or received by classroom space at the Institute. The Labrador Institute facilitates a range of educational delivery options, both for courses offered by or in partnership with the Labrador Institute, and for courses offered by other units of the university, including on-site videoconferencing equipment, space and support.
- The Marine Institute completed articulation agreements with several institutions to enhance transitions between diploma programs and the Bachelor of Technology program.

Indicator 3: Continued to improve the use of information and metrics to support teaching and learning programs and services.

Memorial continued its commitment in 2019-20 to improve information and metrics to guide teaching and learning programs and services on campus.

- The Senate Committee on Teaching and Learning (SCTL) met five times during 2019-20 and developed an approach to evaluate the TLF as per its mandate. The SCTL is working to address a critical challenge of implementing an evaluation plan that will assess the institutional impact of the TLF.
- The Associate Vice-President (Teaching and Learning) and the Centre for Institutional Analysis and Planning (CIAP) began discussions to develop systems and processes for collecting data on and analyzing the metrics of the TLF.
- CITL continued to coordinate approaches to information/idea exchange on topics of teaching and learning within and across disciplines and campuses, including: student and educator discussion forums and focus groups, regular professional development sessions of exchange and community development, multi-campus guest speaker presentations, and webcast to all campuses.
- The Labrador Institute adopted a quantitative approach to tracking educational outputs as a means of supporting internal planning, administrative and funding reports, and promotional initiatives, as well as to inform the Labrador Institute

Strategic Task Force. Driven by the data requirements and opportunities of the Labrador Institute at 40 Strategic Task Force, the Labrador Institute has significantly advanced both its quantitative and qualitative self-knowledge.

- The Labrador Institute is currently working to identify new educational options in Labrador to meet the needs and priorities of local populations (including Indigenous), the Province, and the North. For example, through expanding relationships with Nunavut Arctic College, as well as mentorship and teaching and learning networks across the Atlantic Region and the North, the Labrador Institute continues to substantially expand its educational programs and activities.
- The Marine Institute has implemented a new quality management system (QMS) to meet the ISO 9001:2015 standard which has allowed the institute to revisit and refine its previously developed QMS goals and objectives and key performance indicators.

Indicator 4: Continued discussions regarding opportunities for collaboration with College of the North Atlantic.

Memorial continued its commitment in 2019-20 building collaboration with College of the North Atlantic (CNA).

- The TLF and its renewed focus on the student educational experience is promoting continued discussions regarding opportunities for collaboration with College of the North Atlantic. CITL continued its collaboration on the shared experiences of student learning using the Brightspace Learning Management System and other project initiatives.
- The MSc (Applied Geomatics) between CNA, Centre for Forestry Studies, and the School of Science and the Environment underwent external review and is in the process of revisions and submission to the School of Graduate Studies followed by Senate for final approval.
- Laddering of educational opportunities around food and agriculture between CNA and Grenfell Campus (GC-Memorial) is under development: Agriculture Technician Program (CNA), Bachelor of Applied Science in Plant Agriculture (CNA – proposed), Master of Science in Boreal Ecosystems and Agriculture Sciences (GC-Memorial), Master of Arts in Environmental Policy (GC-Memorial), PhD in Transdisciplinary Sustainability Science (GC-Memorial), PhD in Boreal Ecosystems and Agricultural Sciences (GC-Memorial – proposed).
- Grenfell Campus is working with College of the North Atlantic to develop a Bachelor of Business Administration option at CNA-Qatar.
- The Labrador Research Forum led by the Labrador Institute, in partnership with many local organizations, was hosted at College of the North Atlantic, and provided a significant opportunity for engagement and participation on diverse topics related to teaching and learning.

- There is renewed interest in transitions and laddering of CNA students to the Marine Institute’s Bachelor of Technology (BTECH) program including the development of new admission criteria that will enable pre-admission of students in diploma programs (not completed) into the BTECH program.

Summary

The last year focused on the implementation of teaching and learning objectives. The university focused on integrating the three spheres of accessibility, engagement, and student success, designed to help shift the environment toward more collaborative and interdisciplinary activities. As such, Memorial has met the 2019-20 objective with regard to teaching and learning.

2017-20 Results:

The initiatives outlined above demonstrate that Memorial University achieved its goal to enhance its teaching and learning environment through the initiatives of the 2017-2020 strategic plan. The initiatives show that the university enhanced academic programs and its support services, engaged students, educators, staff and community through events and projects and worked to collaborate with the College of the North Atlantic on common initiatives.

Goal 1: By March 31, 2020, Memorial University will have enhanced its teaching and learning environment.

Indicator 1: Enhanced programs and services to support teaching and learning

Memorial has strengthened programs, services and facilities to support teaching and learning including the following initiatives: the finalization, approval, and ongoing implementation of the Teaching & Learning Framework; completion of an external review of CITL, and ongoing implementation of recommendations; hiring of new Director of CITL and retitling of position to Associate Vice-President (AVP), Teaching and Learning/Director of CITL; a strategic planning initiative for CITL.

Indicator 2: Engaged students, educators, staff and the community to support teaching and learning

From 2017-2020, great advances have been made to refine and build upon the teaching and learning experience for faculty, instructors, students and staff in all corners of the university. There is no doubt the university has made advancements towards strategic enhancement of teaching and learning. The initiatives developed over the period have served to create a pan-university interest in improving the overall teaching and learning environment. Initiatives included: the launch of the first fully online program in graduate student supervision in Canada; the piloting and implementation of the Education

Advisory Board's Student Success Collaborative (SSC), a platform with the objective of providing the highest level of support to students along their academic journey; and the establishment of an advisory council for CITL, consisting of senior Memorial representatives appointed by the Provost and Vice-President (Academic).

Indicator 3: Increased collaboration with College of the North Atlantic on student-related initiatives

Over the 2017-20 period, Memorial University and College of the North Atlantic continued to strengthen collaboration between institutions. Memorial remains a committed member of the Council on Higher Education (CHE), which first met in March 2017 to bring members of Memorial University and College of the North Atlantic (CNA) together to discuss post-secondary education priorities. The subcommittee on Indigenous Education and the subcommittee on Articulation and Transfer were both established in 2018-19 and are co-chaired by Memorial and CNA. The subcommittee on Indigenous Education, whose terms of reference were approved in March 2019, continues to work toward accomplishing key priorities. Memorial and CNA also continue to examine opportunities for articulation agreements such as the 2+2 agreement between CNA's Film Animation program and Memorial's BFA (Visual Arts).

Issue 2: Research, Scholarship and Creative Activity

Memorial has a vibrant culture of creativity and innovation that is reflected in the research activities of the university's scholars and researchers.

Research at Memorial is guided by the Research Strategy Framework (2011), which identifies the goals and objectives necessary to generate activity, impact, and reputation in research. Memorial's Strategic Research Intensity Plan [SRIP] 2014-2020 built upon the University's Research Strategy Framework to support the university's vision to "... be one of the most distinguished public universities in Canada and beyond ...". The plan reflected an integrated approach for strengthening all aspects of research at Memorial University, including scholarship and creative activities, as well as the translation of knowledge into products, practices, and policies, and other forms of community engagement.

Since 2014, the Research portfolio has worked diligently to achieve the targeted outcomes outlined in SRIP including the key goals and objectives identified by the Vice-President (Research) for 2019-2020. These goals were established to enhance Memorial's reputation and rankings; strengthen key research focus areas including Indigenous research as well as innovation and entrepreneurship; maintain seed, bridge and multidisciplinary support for faculty; increase research intensity and grant facilitation support.

Some specific examples include: the appointment of Dr. Max Liboiron as Interim Associate Vice-President (Indigenous Research) in September 2019; increases in both Tri-Agency revenue as well as the total research revenue; and the first phase of development for a new strategic research plan for the research portfolio, led by the Vice-President (Research).

Goal 2: By March 31, 2020, Memorial University will have enhanced support of research and scholarly knowledge generation.

Objective: By March 31, 2020, Memorial University will have implemented activities to enhance support of research and scholarly knowledge generation.

2019-20 Results:

Indicator 1: Continued to enhance support and services to individuals and groups engaged in research and scholarly knowledge creation.

Memorial continued to support university faculty, staff, and students engaged in research during 2019-20.

- In May 2019, Memorial embraced Dimensions: Equity, Diversity and Inclusion Canada, a new federal pilot program to make university research more inclusive.
- Memorial adopted a new creator-owned intellectual property model in May 2019.
- In June 2019, Memorial ranked among Canada's top post-secondary institutions to have increased their output in top-cited journals over the past decade, according to the Centre for Science and Technology Studies.
- In November 2019, more than 45 events took place on Memorial's campuses province wide during its second annual Research Week.²
- In December 2019, it was announced that Memorial and Dalhousie University will host Lab2Market, a team-based, experiential learning and lean methodology-driven program focused on training PhDs and post-doctoral scholars to become the next corporate innovators.
- Dr. Paula Mendonça was appointed Memorial's first director of innovation and entrepreneurship in December 2019. She is responsible for facilitating and supporting the university's strategic and long-term approach to advancing innovation and entrepreneurship activities across its campuses, while interacting with regional and national partners.
- In January 2020, Memorial began welcoming feedback from the university community and external stakeholders and rightsholders on its Research Impacting Indigenous Groups policy, the university's first institutional policy related to Indigenous research; the policy is among the first of its kind in Canadian universities.
- Well-known Faculty of Science Researcher Dr. Paul Snelgrove was appointed departmental science advisor for Fisheries and Oceans Canada in February 2020.
- In March 2020, Dr. Sohrab Zendejboudi, Faculty of Engineering and Applied Science, was named recipient of the \$50,000 Terra Nova Young Innovator Award.
- A Memorial expert in theoretical ecology, evolution and epidemiology, Dr. Amy Hurford, Faculty of Science, created an app in March 2020 to communicate some of the basic concepts behind the impact social distancing has on flattening the curve of COVID-19.
- Grenfell Campus established a committee during 2019-20 to review research metrics within the School of Science and the Environment.

² Event calendar for Research Week 2019 available at: <https://www.mun.ca/research/week/2019.php>

- Grenfell Campus achieved its goal of increasing the number of Natural Sciences and Engineering Research Council (NSERC) Undergraduate Student Research Awards recipients through increased focus and support.
- 12 professional development sessions were held at Grenfell Campus between September 2019 and June 2020, with approximately 80 participants overall (excluding panelists/presenters).³
- The Labrador Institute enhanced its research resources during 2019-20 through the purchase of new laboratory equipment, identified key equipment acquisitions, and added four new research station accommodations spaces.
- The Marine Institute has continued the implementation of the campus' strategic research plan, focusing on year two of the three-year plan, aimed at continuing to support and advance research.
- A new research communications plan was launched at the Marine Institute, a collaboration between the Offices of Research and Marketing and Communications. The communications plan aims to achieve greater knowledge mobilization of the campus' research activities.
- The School of Ocean Technology at the Marine Institute secured funding to enhance the women in ocean technology initiative, sending students and faculty to lead national and international conversations on enhancing diversification in these industries.

Indicator 2: Continued to secure external funding to support research and creation of scholarly knowledge.

Memorial University continued to support research and knowledge creation by securing a number of external funding opportunities in 2019-20.

- The Marine Institute received a combined \$8.5 million federal-provincial investment for the next phase of development at the Holyrood Marine Base in April 2019.
- In May 2019, Memorial welcomed two new Banting Post-doctoral Fellowship recipients and a new Vanier Canada Graduate Scholarship recipient, for a total federal investment of \$430,000.
- The Tri-Agency (CIHR, SSHRC, and NSERC) invested more than \$18.5 million into research projects at Memorial.
- Memorial welcomed two new Canada Research Chairs (CRCs) in June 2019, representing a total investment of \$2,039,262 by the federal government: Dr. Michael Leitges, tier one CRC in Cell Signaling and Translational Medicine, Faculty of

³ Professional development sessions at Grenfell Campus included 7 sessions organized by the Office of Research, one session focused on professional development for undergraduate students, and four webinars on applying for grant funding.

Medicine, and Dr. Heather Reader, tier two CRC in Chemistry of the Ocean and Atmosphere, Faculty of Science.

- In July 2019, Memorial welcomed a joint federal-provincial investment of \$4.8 million for research aimed at reducing emergency room wait times and improving patient care.
- New funding, announced in July 2019 for C-CORE, will advance environmental monitoring via satellite technology. The former provincial Department of Tourism, Culture, Industry and Innovation is contributing \$500,000 in funding, and the Government of Canada is providing a non-repayable contribution of nearly \$2.7 million through the Atlantic Canada Opportunities Agency.
- In July 2019, a Memorial-led research team received \$1.65 million in federal funding to protect Canada's oceans and estuaries.
- In August 2019, the Government of Canada, through the Atlantic Canada Opportunities Agency announced \$2.7 million; the Government of Newfoundland and Labrador contributed \$2.4 million; and Husky Energy invested \$1 million to create a new world-class Harsh Environment Research Facility, to support leading-edge research and further position Memorial as a global leader in technology development for the blue economy.
- In September 2019, the federal government invested more than \$5.5 million into multidisciplinary research that focus on techniques and technologies to aid in oil spill response in Canada.
- Memorial ranked No. 1 among Canada's universities with medical schools when it came to industry research income as a percentage of its total research income, according to new data released in 2019 by Research Infosource Inc. Research Infosource reported Memorial's total research income for fiscal year 2018 was \$116,796,000, 36.7 per cent of which came from industry investments.
- Memorial researchers are advancing critical health-related studies that matter to Canadians thanks in large part to more than \$1.8 million in new funding from the Canadian Institutes of Health Research, announced in January 2020.
- Canada's Ocean Supercluster announced in February 2020 that Memorial's Genesis, along with Springboard Atlantic, Creative Destruction Lab (Atlantic), New Brunswick Innovation Foundation, PEI BioAlliance and Innovacorp are, together as the Ocean Startup Project, the latest recipients of approximately \$7 million in funding.
- Dr. Peter Wang, Faculty of Medicine was awarded nearly \$300,000 by CIHR in March 2020 for COVID-19-related research.
- Workforce Innovation Centre and the NL Forestry Industry Association provided funding of \$334,000 over three years to support research to develop and promote the new opportunities in the bioeconomy and ensure skilled workforce training particularly among underrepresented groups.
- The Aging Research Centre of Newfoundland and Labrador (ARC-NL) at Grenfell Campus completed its second year of operations thanks to the provincial government investment of \$200,000.

- The Atlantic Fisheries Fund (AFF) continues to invest more than \$4.3 million over five years to CFER at the Marine Institute to develop improved groundfish stock assessment models.
- Work is ongoing on a 5-year, \$4.7 million Coastal Restoration project in Placentia Bay, to restore underwater eelgrass and create a new fish habitat.
- Marine Institute researchers received over \$200,000 in Marine Environmental Observation and Response (MEOPAR) funding.
- Phase II of the Canadian Integrated Ocean Observing System at the Marine Institute was awarded for \$350,000 from DFO.

Indicator 3: Continued to engage external collaborators and community partners in research and scholarly knowledge generation.

Memorial University engaged a range of collaborators and community partners in research and knowledge generation during 2019-20.

- More than 120 researchers, community leaders, government representatives and students took part in the Labrador Research Forum in early May 2019. Representatives from the Labrador Institute, Innu Nation, Nunatsiavut Government, NunatuKavut Community Council, the Torngat Wildlife, Plants and Fisheries Secretariat and the Town of Happy Valley-Goose Bay organized the event.
- Dr. Yuri Muzychka (B.Eng.'93), alumnus and researcher in the Faculty of Engineering and Applied Science, and alumnus Gary Follett (B.Eng.'75) were named fellows of the Engineering Institute of Canada in May 2019 for their exceptional achievements in their professions.
- The Canadian Association of Geographers honoured Dr. Carissa Brown, Geography, Faculty of Humanities and Social Sciences, with the Julian M. Szeicz Award for Early Career Achievement in May 2019.
- In May 2019, Dr. Trevor Bell, Geography, Faculty of Humanities and Social Sciences, and the SmartICE team were recognized with a prestigious Governor General's Innovation Award for their groundbreaking work on climate change adaptation.
- Dr. Ian Sutherland, dean, School of Music, was named one of Canada's Top 40 Under 40 in June 2019, an annual program that recognizes this country's emerging influencers for their exceptional achievements.
- During summer 2019, BabyLegs, a homemade surface trawl designed by Memorial scientist Dr. Max Liboiron to monitor marine plastics, was part of a new design exhibition in New York City, USA, and Kerkrade, Holland.
- Memorial and the National Research Council of Canada celebrated the opening of the Karluk Collaboration Space in St. John's in June 2019, which will better enable world-leading research, spanning disciplines as varied as maritime technology, oceanography and ocean and naval architectural engineering.
- In July 2019, an international team prepped the *Memorial Explorer*, the university's autonomous underwater vehicle, for a series of tests and trails as part of a project aimed at enhancing the capability of Canada's autonomous marine robotics to

support oil spill response, led by Dr. Neil Bose, Vice-President (Research), and a group of international collaborators.

- During summer 2019, a unique science summer camp -- developed in partnership with the Labrador Institute of Memorial University, the Nunatsiavut Government, the NunatuKavut Community Council, the Innu Nation and the Torngat Wildlife, Plants and Fisheries Secretariat -- helped inspire Innu and Inuit youth to explore science-based discovery and careers.
- In September 2019, the On The Move Partnership, a unique research initiative based at Memorial led by Dr. Barbara Neis, Sociology, was named one of three finalists for the Social Sciences and Humanities Research Council of Canada Impact Awards (Partnership category) – one of the nation’s top research awards.
- Dr. Rose Ricciardelli, Sociology, and Dr. Alex Marland, Political Science, were inducted into the College of New Scholars, Artists and Scientists of the Royal Society of Canada in September 2019.
- Dr. Ray Gosine, a prominent engineering researcher and Memorial’s associate vice-president (research), was named a CIFAR fellow in 2019. He joined CIFAR’s new program on Innovation, Equity and the Future of Prosperity.
- Eonjoo Kim – a PhD researcher from the Australian Maritime College at the University of Tasmania -- spent several months at Memorial in fall 2019 and winter 2020, working with a team based in in the Faculty of Engineering and Applied Science led by her supervisor, Dr. Neil Bose, Vice-President (Research).
- In February 2020, Memorial welcomed Dr. Maggie Walter, distinguished professor of sociology and inaugural pro vice-chancellor, Aboriginal research and leadership, at the University of Tasmania, as she learned how Memorial engages with Indigenous communities.
- Memorial signed a five-year memorandum of understanding with Nigeria’s National Agency for Science and Engineering Infrastructure in February 2020, which will see Memorial increase its research collaborations and attract more high-quality graduate students from West Africa.
- Grenfell Campus is involved with two provincial Regional Innovation Systems (RIS) pilots designed to enhance innovation and competitiveness at the regional level: forestry and agriculture RIS pilot in Corner Brook and tourism and fishery pilots on the Northern Peninsula and Southern Labrador.
- The Grenfell Agriculture Working Group was formed and worked with other partners to establish a province-wide “Team Agriculture”.
- The first phase of the Fast Track to Research Project was completed, which compiled a database of information and research opportunities from approximately 40 on-campus researchers and 40 off-campus community organizations, businesses, and industry representatives. Information will be accessible to the Office of Public Engagement at Grenfell Campus for use during the second phase to connect researchers with organizations for potential collaborations.
- The School of Science and the Environment at Grenfell Campus acquired funding from three sources to support the Verna J. Kirkness program, which provides an opportunity for reciprocated week-long learning experiences between high school

Indigenous students from western Newfoundland and Labrador, and Memorial University students and researchers in science, engineering and the social sciences. This program will be implemented in May 2021.

- The Marine Institute completed a collaboration with Lockheed Martin Canada to develop maritime civilian applications for their VISTA simulation technology with one simulation now complete.
- The Future of Newfoundland's Offshore Symposium was hosted by the Marine Institute, bringing together scientists, managers, and industry from around the world to discuss.
- A 10-year partnership was signed between Memorial University and Nunavut Arctic College to strengthen university education and research.
- A new partnership was signed with the Qikiqtaaluk Corporation to design and manage a new research vessel owned by the corporation.

Indicator 4: Continued to seek research opportunities with College of the North Atlantic.

- In June 2019, Memorial hosted a connector event with the Natural Sciences and Engineering Research Council of Canada. This event brought together representatives from industry, College of the North Atlantic and Memorial University researchers.
- College of the North Atlantic and Grenfell Campus are developing a proposal to create a food and agriculture hub that will address the need for greater food security. The Boreal Food and Agriculture Research and Market Centre (B-FARM) will work in partnership with governments, industry and agricultural organizations to address challenges and leverage opportunities.
- The Computational Mathematics program in the School of Science and the Environment has collaborated with CNA on two items: 1) development of a post graduate software development certificate, which has been completed, and 2) development of a joint program in software development, which is still underway.
- School of Fine Arts implemented a 2+2 articulation agreement between CNA's Film Animation program in Stephenville and the BFA (Visual Arts). The school also implemented a 2+2 articulation between Holland College's Theatre diploma program (PEI) and Grenfell's BFA (Theatre).

Summary

During 2019-20, Memorial continued to enhance research supports, celebrated significant awards and external funding grants, and engaged existing and new partners in research. Memorial also strengthened its commitment to Indigenous research, particularly through the appointment of an Interim Associate Vice-President (Indigenous Research). Memorial's continued achievements in the area of research demonstrate that the university has achieved its objective in this area for 2019-20.

2017-20 Results:

The initiatives outlined above helped Memorial University achieve its 2019-20 objective to have implemented activities to enhance its creation and profile of research and scholarly knowledge. The section below outlines additional initiatives undertaken to achieve the 2017-20 goal of enhancing its creation and profile of research and scholarly knowledge. The indicators, and associated initiatives, are relevant to both measures related to the goal.

Goal 2: By March 31, 2020, Memorial University will have enhanced support of research and scholarly knowledge generation.

Indicator 1: Facilitated the achievement of excellence in research and creation of scholarly knowledge

Over the period covered by the plan, Memorial undertook several key initiatives to support the achievement of excellence in research and creation of scholarly knowledge. The Memorial Researcher Portal, a new searchable database, was launched in April 2017, allowing researchers to easily find details on internal and external funding opportunities. Phase two of the Portal was launched in December 2017, allowing for the submission of funding applications and supporting documents online.

With the appointment of a new Vice-President (Research) in 2017, greater emphasis was placed on strengthening Indigenous research. In September 2018, Memorial saw the appointment of an associate vice-president (Indigenous research) *pro tempore* to enhance consultation in Indigenous research and build Memorial's international reputation with a primary focus on research involving and relating to Indigenous communities. In early 2020, Memorial began extensive consultations with the university community and external stakeholders and rightsholders related to its first institutional policy for Indigenous research, the first of its kind among Canadian universities. The groundbreaking Research Impacting Indigenous Groups policy was approved in 2020.

Meanwhile, to motivate researchers to pursue commercialization and continue to cultivate an entrepreneurial culture, Memorial adopted a new creator-owned intellectual property model in May 2019; and with a goal of strengthening Memorial's entrepreneurial and innovation ecosystem, the university's first-ever director of innovation and entrepreneurship was appointed in Dec. 2019. Memorial also released its Canada Research Chairs Program Equity, Diversity and Inclusion Action Plan in September 2019 as a major component of the university's commitment to developing a culture of equity, diversity, and inclusivity in all of its operations. Memorial saw tremendous growth in its total research funding during the reporting period. In fiscal year 2019-20, the university and its researchers were awarded a total of \$134,848,427 in research funding – the first time Memorial's total research funding topped more than \$130 million. That was a 22 per cent increase over fiscal year 2018-19 when the total

funding awarded was \$110,524,666, which was also an all-time high, and an increase from \$94,971,400 reported in fiscal year 2017-18.

Investments were also made within the Vice-President (Research) portfolio for a grants facilitator to assist researchers seeking funding for strategic initiatives and/or major opportunities. Memorial was very successful in attracting federal, provincial and private sector funding to support research infrastructure.

Some broad examples include:

- \$8.8 million in October 2018 and more than \$8 million in May 2019 in federal investments for discovery-based research;
- \$7-million in September 2018 from Emera Inc. to Memorial to support innovation and entrepreneurship programming in Newfoundland and Labrador;
- More than \$10.2 million in December 2018 in federal-provincial funding to support an innovative fish and seafood sector;
- \$8.5 million in federal-provincial funding for the Marine Institute expansion at Holyrood in April 2019;
- More than \$3 million in funding for C-CORE to advance environmental monitoring via satellite technology in July 2019;
- Contributions of \$2.7 million from the Government of Canada, \$2.4 million from the Government of Newfoundland and Labrador and \$1 million from Husky Energy for the establishment of the Harsh Environment Research Facility in August 2019; and
- More than \$5.5 million in federal funding to enhance oil spill response measures announced in September 2019;

Indicator 2: Engaged local, national, and international partners in research and creation of scholarly knowledge.

In the reporting period, Memorial continued to forge successful collaborations with local, national and international stakeholders in research and creation of scholarly knowledge. For example, Memorial expertise is supporting the industry-led Canada's Ocean Supercluster, announced in February 2018. In April 2018 Memorial's Research Centre for the Study of Music, Media and Place became one of four partners of a new international collaboration, partnering with the Sound Studies Initiative at the University of Alberta, the Canadian Museum of History and the Smithsonian Center for Folklife and Cultural Heritage through its Smithsonian Folkways Recordings to form the Cultures of Sound Network. In June 2018, Memorial hosted the only international conference focused on fishing, seafood processing and aquaculture occupational health and safety with experts from all over the world, including Norway, New Zealand and the United States. And in June 2019, a new era in the partnership between Memorial and the National Research Council of Canada, the federal government's largest science and research organization, was announced with the official opening of the Karluk Collaboration Space to lead innovation in ocean engineering, technology and science.

Memorial's leadership role in the Ocean Frontier Institute, a \$100-million partnership with Dalhousie University and the University of Prince Edward Island announced in 2017, continued to raise Memorial's profile and facilitate international partnerships. OFI funding has supported more than 25 post-doctoral fellows, 20 doctoral and 45 master's students at Memorial and OFI is now focused on engagement with Indigenous communities, Canada's Ocean Supercluster and international partners.

Issue 3: Public Engagement

As the only university in Newfoundland and Labrador, public engagement at Memorial continues to play a vital role in achieving Memorial's vision. Over the years, members of the university community have contributed to the social and economic development of the province, emphasizing the importance of strong, sustained, mutually beneficial partnerships with community, industry, government, and Indigenous partnerships in Newfoundland and Labrador, and beyond.

The importance of public engagement at Memorial was strengthened in 2011 with the development of the Public Engagement Framework which put forward a vision for Memorial University to be a world leader in this area. Memorial's Office of Public Engagement continues to be a catalyst for action on public engagement at Memorial, working with internal and external groups.

Today, Memorial continues to maintain a strong public engagement presence throughout the province through public engagement supports, raising awareness regarding achievements and partnerships, and the facilitation of meaningful public dialogue. Accomplishments in 2019-20 will help Memorial to further elevate the institution's role in public engagement, notably through the official opening of the Signal Hill Campus (SHC), the university's new hub for engagement and innovation activities and units.

Goal 3: By March 31, 2020, Memorial University will have enhanced its public engagement within the province and beyond.

Objective: By March 31, 2020, Memorial University will have implemented activities to enhance its public engagement provincially, nationally and internationally.

2019-20 Results:

Indicator 1: Continued to support individuals and groups involved in public engagement activities with Memorial.

Memorial continued to provide support to those among the university community involved in public engagement activities in 2019-20.

- The Office of Public Engagement (OPE) continued to administer funding to support programming, including the Accelerator Fund for Public Engagement, the Quick Start Fund, the Postdoctoral Research Fellowship for Public Engagement, and the Catalyst Conference Fund.
- The Harris Centre facilitated 4 Synergy Sessions in 2019-20 and introduced Yaffle Connects, a series of lunchtime sessions discussing a range of topics with new ideas and projects by Memorial faculty and external partners.
- A number of Harris Centre funding programs are currently supporting publicly engaged research in Newfoundland and Labrador. In 2019, the Harris Centre launched The Harris Centre–West White Rose Employment Diversity Fund, addressing under-representation in the oil and gas field. Other ongoing research funds include: the Population Project; the Applied Research Fund; the Thriving Regions Research Fund; and the David Curran Award in Regional Development.
- A 2019 survey by OPE revealed an interest in education and training opportunities as it relates to public engagement. A committee was formed and several initiatives⁴ were explored and launched in 2019-20.
- A new committee initiated in 2019-20 with OPE and faculty members at Grenfell is exploring ways to build on the Scholarship of Engagement at Memorial.
- A stakeholder session was held in 2019 with external partners to explore additional Signal Hill Campus development in response to industry, government, and community requests. The university is currently completing a Campus Master Plan update for the St. John's and Signal Hill Campuses. The outcomes of the 2019 design charrette will form part of the master planning process moving forward, which is anticipated to be completed in fiscal 2021-22.
- The Emera Innovation Exchange for public engagement and innovation at SHC continues to lead programming with 229 events supported through Strategic Operations and Conference Services in 2019-20. The graduate student residence at Signal Hill Campus is operating successfully in its fifth year of operation as a residential community. Key operational staff at Signal Hill Campus were instrumental in the Emergency Operations Committee that led immediate response to COVID-19 for the University.
- Yaffle, Memorial's one-of-a-kind online public engagement platform connects public partners, alumni and individuals with the knowledge resources of Memorial

⁴ Initiative included a recurring peer-to-peer education series for faculty members and a partnership with the US-based Engagement Academy, that will lead to Memorial becoming the first Canadian institution to offer their internationally-recognized training programming.

and to public and community-held knowledge and expertise for the purpose of collaboration. Since 2018-19, the Harris Centre at Memorial, in partnership with the Conference Board of Canada and Future Skills Centre, has been steadily developing Yaffle into a national tool and 2019 saw its move to a cloud-based delivery platform.

- Grenfell Campus co-sponsored and supported Maw-lukwutinej / Let's Work Together: Indigenous Studies in Collaboration initiative to foster and support research and educational alliances between Grenfell Campus and Indigenous communities and organizations.
- A private donation supported the establishment of the In-Business Mentorship Program at Grenfell Campus that links Indigenous mentors with Indigenous High School students to promote studies in business.
- In 2019-20, the Navigate Entrepreneurship Centre at Grenfell Campus, Business Incubator and Makerspace offered a variety of individual and collaborative events, activities and programming from Startup Weekends and Business Bootcamps to Pitching Competitions and Design Workshops: 64 events total, 3936 participants.
- The Pye Centre for Northern Boreal Food Systems at the Labrador Institute was officially announced in 2019-2020.
- The Labrador Institute continued to host, facilitate or participate in public events throughout 2019-2020, once again holding over 30 events over the course of the year, varying from academic speakers to film screenings to hosted workshops.⁵
- The Labrador Research Forum 2019 brought together 101 registered participants from across and beyond Labrador, including scholars from 17 universities in 5 countries, and community participants from diverse Indigenous, settler, and newcomer perspectives, backgrounds, and institutions. The forum featured three all-Indigenous plenary panels, a keynote address by noted Indigenous scholar Eve Tuck, and the launch of a memoir by Innu Elder Tshaukuesh Elizabeth Penashue, LL.D. The biennial forum has now become established as the premier event for academic networking, community knowledge-sharing, and post-secondary public engagement in Labrador.
- Over the past year, the Labrador Institute continued its emphasis on partnerships and public engagement in all our activities, including reaching out to community groups, giving talks at public events, working with the local schools to provide guest lectures, and regularly working with communities in Labrador to share science and learning. Labrador Institute staff and affiliated faculty participate regularly in community life, events, and learning, in roles as small as judging student Heritage

⁵ Initiatives included: film screening and public talk for *Becoming Labrador*, highlighting the contributions and experiences of Filipino workers in Labrador; community engagement sessions to develop the Pye Centre for Northern Boreal Food Systems research and education priorities and principles; online seminars on Indigenous education resources and decolonizing the curriculum through the National Centre for Collaboration in Indigenous Education; hosting visiting Indigenous scholars from Australia, including public talk on Indigenous archeology in Australia; launched the Labrador Institute-led children's book, *The Tale of the Wandering Whale*, with Parks Canada and the Labrador Straits Historical Development Committee in Red Bay, Labrador

Fairs or addressing classes, and as large as organizing and delivering a week-long Labrador Lands and Waters Science Camp for Indigenous youth.

- The Labrador Lands and Waters Science Camp returned in 2019 and built on the success of the first edition in 2018. Modules were delivered by experts from various fields, such as archaeology and biology, who were invited from within and outside the Labrador Institute, and showcased field and laboratory methods. At the same time, the whole program integrated Indigenous knowledges and methodology, drawing on the presence and wisdom of Elders to give youth participants an inspirational, place-based, Indigenized experience of the possibilities for science learning.
- The Labrador Institute Speaker Series continued through 2019-2020 with presentations from community members, Labrador Institute representatives, and visiting scholars and graduate students on topics such as Labrador embroideries; Labrador literature; and field studies in Inuktitut grammar.
- The Marine Institute worked with a number of community and industry partners to host activities and events at the Institute. These include:
 - Techsploration, Women in Science and Engineering (WISE), World Oceans Day, World Water Day, GIS Day, and Science Literacy Week.
 - The institute regularly hosts various industry and institutional partners, community groups and government representatives for facilities' tours.
 - The Marine Institute works with the Royal Astronomical Society to host tours of its planetarium for community groups and families.
- Marine Institute faculty and staff volunteered to support the Petty Harbour Mini-Aquarium.
- The Marine Institute collaborates with a number of non-profit organizations to advance ocean literacy and ocean conservation.
- The Marine Institute participated in the Town of Holyrood's Two-Hour Tidy by cleaning the seafloor with ROVs.
- Marine Institute was featured in the Discovery Channel's Disasters At Sea episode, discussing the story of the *MV Explorer*, a passenger ferry that hit some dangerous ice while sailing through the Antarctic.
- MI International held its annual International Women's Day Silent Auction. Proceeds of the 2020 auction were in support of the Eco-Adventure Camp for youth hosted by John B. Lacson Foundation Maritime University in the Philippines.

Indicator 2: Continued to raise awareness of achievements, collaborations, and partnerships in public engagement involving Memorial.

During 2019-20, Memorial highlighted and celebrated a number of public engagement activities and achievements at the university.

- The Office of Alumni Engagement launched key projects in 2019-20 such as a University-wide mentorship program through the Ten Thousand Coffees platform which engaged over 600 users in its first year, as well as a partnership with

GlobalNL to connect alumni and students to co-op, mentorship and service-learning opportunities. Other initiatives included development of terms to support alumni in self-organizing through chapters. In response to COVID-19, Alumni Engagement quickly mobilized efforts to offer new online programs in personal and professional development in partnership with the Gardiner Centre, including career exploration for new graduates.

- Strategic action planning has commenced for the Johnson Geo Centre, which now forms part of the Signal Hill Campus, to expand on its earth sciences focus and build on Memorial's research and teaching and learning strengths. The Climate Innovation Project is a key starting point to develop relationships and lead planning for the transition to a provincial science centre. In addition, there has been significant development and planning on the STEAM (Science, Technology, Engineering, Arts, and Math) bus. The intent of the project is the mobile delivery of (using an actual bus/vehicle to physically transport) experiential education programming in STEAM to youth in rural NL.
- The Botanical Garden has been very successful in its goals to increase research and teaching and learning activities, as well as expanded education programs with numerous programming partners. Some of its major projects in 2019-20 included a new pollinator project now in its second phase -- a planned geodesic dome, an outdoor classroom, citizen science projects supporting faculty research, as well as new curriculum-based elementary programming focusing on habitat conservation and rehabilitation.
- Newfoundland Quarterly (NQ), Canada's longest publishing magazine, continues to evolve to address the changing needs of this province. After undertaking an ACOA supported review in 2018, NQ has begun implementing a number of key recommendations, including taking a more active role in public engagement activities at Memorial and forging closer links between our print and online presence (nqonline.ca had over 30,000 unique users in 2019-2020.)
- The 2019 President's Award for Public Engagement Partnerships received a record 16 nominations with the award going to *The Innu Language Project*; a partnership co-led by Dr. Marguerite MacKenzie, Professor Emerita, Faculty of Humanities and Social Sciences, with community partner, Kanani Penashue-Davis, Director of Professional and Administrative Services, Mamu Tshishkutamashutau-Innu Education.
- Grenfell Campus released "Powered by Grenfell" research report in Fall 2019 (included a section on engaged research).
- Throughout 2019-2020, the Labrador Institute maintained a regular, ongoing partnership with the Memorial *Gazette* news channel with respect to promoting the university's initiatives in Labrador. A few select highlights include articles on the developments "Towards a Labrador Campus"; "Memorial Up North"; and coverage of the highly successful Labrador Institute Indigenous Internship Program.
- The Labrador Institute continued to expand its social media and online presence throughout 2019-2020, and positioned itself for the launch of several key online

features in early 2020-2021, including web sites related to the Pye Centre for Boreal Food Systems; community archaeology; and library and archive engagement.

- The Labrador Institute continued to participate at the organizational level in key scholarly networks, including the Association of Canadian Universities for Northern Studies; the University of the Arctic; and the Canadian Network of Northern Research Operators. The Labrador Institute continues to expand its participation in standing scholarly networks, as well as project-based network partnerships. In 2019-2020, the Labrador Institute co-founded the Northern Higher Education Council (N-HEC) with Yukon University and Nunavut Arctic College.
- The Marine Institute launched the MI Alumni Award to recognize the professional accomplishments of alumni, their service to society and their commitment to the MI and Memorial communities. Mr. Leonard Pecore, founder and chair of Genoa Design International Ltd., is the recipient of inaugural MI alumni award.

Indicator 3: Continued to facilitate and participate in informed public dialogue.

In 2019-20 Memorial continued to contribute to public dialogue.

- The Harris Centre Regional Analytics Laboratory (RAnLab), working in partnership with Municipalities Newfoundland and Labrador, Nunatsiavut and Community Business Development Corporations throughout the province continued to provide advanced modelling and analytics in 2019-20.
- The Harris Centre continued its partnership with the Community Foundation of Newfoundland and Labrador for the 6th annual Newfoundland and Labrador's Vital Signs report. The report, highlighting quality of life issues and indicators for the province, was published in newspapers throughout the province through a partnership with Saltwire Network and through the Provincial Department of Education.
- The Harris Centre initiated its Climate, Economy and Society initiative in 2019 and continued to offer online sessions after COVID-19 in March, 2020, while also offering new Scenario Sessions to explore the impacts of COVID-19 on the economy of Newfoundland and Labrador and how recovery can unfold.
- Through the Sustainable Northern Coastal Communities (SNCC) initiative Memorial has been working with the regions of Northern Peninsula and Nunatsiavut supporting a collaborative process that links Memorial researchers with key issues, identified by the region and affecting the long term sustainability of the Northern coastal communities.
- The Rural Routes Podcast, a Harris Centre initiative in partnership with the Canadian Rural Revitalization Foundation and the Rural Policy Learning Commons, entered its fourth season this year improving production quality through a partnership with CHMR campus and community radio. The podcast explores "what is rural in the 21st century?" sharing compelling interviews and

research from Memorial, the province, the country, and the world. The show is played on nearly a dozen community radio stations across the country, has produced 41 episodes with over 19,000 listens.

- Activities of the Aging Resource Centre (ARC-NL) at Grenfell Campus during 2019-20 included presentations to public organizations such as Corner Brook Rotary Club and the Corner Brook Public Library, built a membership and research participant database including 62 research members, 52 community members and 28 student members.
- The Labrador Institute created the monthly online feature, Encyclopedia of Labrador, bringing together internal and external contributors, for articles that keep the community informed about major topics of interest in Labrador science, culture, and history. The Encyclopedia of Labrador continued through 2019-2020, with engaging contributions from a wide range of contributors, and a series of radio programs inspired by the Encyclopedia is planned for summer 2020.
- The second biennial Labrador Research Forum has established the Forum as a key, recurring gathering-place for ideas, information, and relationship-building in Labrador research.
- In 2019-2020, the Labrador Institute hosted the launches of multiple books, including Tshaukuesh Elizabeth Penashue's memoir, *Nitinikiau Innusi*, and the Labrador Institute's own *The Tale of the Wandering Whale*.
- The Marine Institute's School of Fisheries continued its popular public seminar series (coordinated by graduate students) where researchers and students from both the Institute and other organizations presented on a variety of topics about aquatic and marine ecosystems, aquaculture and fisheries.
- The Marine Institute hosted the Autonomous Future of Atlantic Canada's Offshore' Symposium which brought together NL and Norwegian delegates exploring infrastructure and technology needs/solutions for ecosystem and environmental monitoring in our offshore industries.
- The Division of Ocean Safety at the Marine Institute hosted a number of Ocean Safety Talks Research public lecture events, presenting on a variety of topics related to ocean safety research.
- Centre for Fisheries Ecosystem Research (CFER) at the Marine Institute engaged the FFAW and fish harvesters across the island to share information and answer questions regarding the Atlantic Halibut tagging program.

Summary

During 2019-20, Memorial launched new programs and initiatives, allowing the university to reach more individuals, groups, and partners, including in rural areas of the province. Existing initiatives also experienced growth, seeing larger audiences and increased demand for events, activities, and funding opportunities. Such achievements indicate that Memorial has achieved its objective for 2019-20 regarding public engagement.

2017-20 Results:

The initiatives outlined above helped Memorial University achieve its 2019-20 objective to enhance implemented activities to enhance its public engagement with the province and beyond. The section below outlines activities undertaken over the three-year period of the plan to achieve the goal of enhancing its public engagement activities.

Goal 3: By March 31, 2020, Memorial University will have enhanced its public engagement within the province and beyond.

Indicator 1: Developed and supported initiatives within Memorial University to build public engagement

Memorial was successful in developing initiatives to build public engagement. Memorial developed and administered several new public engagement support funds, in addition to the Accelerator Fund and the Quick Start Fund, in response to needs identified through surveys, meetings, and with the Expert Working Group on Public Engagement. The COVID-19 Quick Start Fund provides support for publicly engaged projects related to pandemic response, and the Catalyst Conference Fund for Public Engagement helps event organizers incorporate opportunities for public engagement into conference proceedings. Since inception, OPE funds have provided over \$1.7 M to publicly engaged partnerships, including over 300 Memorial students, faculty, and staff, and even more public partners. Our funds are leveraged at a ratio of 2.5:1.

Memorial University also continued to enhance and emphasize Cold Ocean and Arctic Science, Technology, and Society (COASTS) initiatives that have been coordinated with the Provincial and Federal Governments, industry and business across the country, community and Indigenous organizations. Major initiatives supported during this period include the Holyrood Marine Base and Canada's Ocean Super Cluster.

The Harris Centre with its Regional Analytics Laboratory (RAnLab) continued its long-time collaboration with the Community Foundation of Newfoundland and Labrador on Vital Signs, a series of annual province wide check-ups conducted since 2014. Newfoundland & Labrador's Vital Signs reports were widely distributed throughout the province and stimulated publicly engaged discussions about the state of health of the province across several key areas. Vital Sign is now distributed in provincial high schools and is being integrated into student learning.

Indicator 2: Created opportunities for the public to engage with Memorial

Over the course of the current three-year plan, Memorial was successful in creating the conditions necessary for the public to engage with the university.

Memorial continued to improve the inclusion of public partners in many OPE committees, including the Expert Working Group for Public Engagement and our funding assessment committees. Through these mechanisms, public partners are able to contribute to, and help shape, Memorial's public engagement work.

During the period of this strategic plan, Memorial University also developed a new Alumni Engagement Strategy (2018-2025), with a strong focus on building, strengthening and maintaining active, back and forth relationships between Memorial and our many graduates (over 95,000 and counting.) The strategy encourages Memorial to build a culture of awareness across the university and to develop and communicate opportunities for alumni to get involved, share expertise and give back.

During this period, the Signal Hill Campus was opened. The Signal Hill Campus is a hub for collaborating, learning and connecting, and a place for fostering social and economic innovation, professional and organizational development, civic engagement, and public dialogue. With an initial focus on public engagement and innovation, the organizations, programming and partnerships based here help address 21st century issues by connecting the expertise and ideas of Memorial University students, faculty, staff and retirees, and the people and organizations of Newfoundland and Labrador.

Issue 4: Enabling Success

The objectives under Memorial's strategic goals in teaching and learning, research, and public engagement can only be met if the overarching conditions enable success. At Memorial, this means that university infrastructure is maintained and the institution is operating efficiently and effectively.

In 2017-18, Memorial released the [Multi-Year Infrastructure Plan 2017-2023](#) as an update to Memorial's earlier infrastructure plan (2014-2020). The new document reflects the changing realities surrounding the university and sets up-to-date priorities regarding infrastructure. During 2019-20, work continued on key infrastructure projects such as the Core Science Facility, the Animal Resource Centre, and the Regional Research and Innovation Hub at Grenfell Campus. Memorial also continued to address deferred maintenance projects, largely due to funding provided through the Campus Renewal Fee.

Memorial reaffirmed its focus on operational efficiencies. During 2019-20, Memorial University undertook improvement efforts through process review and modernization,

strategic realignment and consolidation, and strategic change initiatives across the organization.

Goal 4: By March 31, 2020, Memorial University will have completed efficiencies to enhance operational success.

Objective: By March 31, 2020, Memorial University will have completed deferred maintenance, enhanced its infrastructure, and achieved organizational efficiencies.

2019-20 Results:

Indicator 1: Continued implementation of the priority recommendations of the infrastructure plan.

Over the course of 2019-2020, progress was made on a number of projects identified in the multi-year infrastructure plan:

- **St. John's Campus - Core Science Facility:** The project is currently in the third year of construction with a revised substantial completion date of early 2021. This revised date of substantial completion has resulted from a combination of general construction issues, severe weather impacts and COVID-19 related issues. The exterior envelope is substantially complete and emphasis is now on interior architectural fit-up, and laboratory casework installation. These fit-up activities are currently being carried out throughout all of the building's pavilions and inspection/close out procedures have commenced within Pavilion C.
- **St. John's Campus - Animal Resource Centre:** Construction proceeded during 2019-20 and by March 31, 2020, all work was well advanced, with functional testing on mechanical/electrical systems set to commence. The onset of COVID-19 in March did have an effect on progress with the full effect still being evaluated at end of fiscal year. Substantial completion of the construction contract is expected by September 30, 2020.
- **St. John's Campus - Energy Performance Contract (Phase II):** Preliminary savings figures show approximately \$1.4M in annual savings during the second construction period and are on target to achieve the projected savings during post construction years.
- **Marine Institute - Phase IIB Ocean Research and Training Building:** Phase IIB of the project involves the development of a 37,100 sq. ft. research and teaching facility which includes a high bay workshop, shops, office space, dry laboratories, classroom space, and meeting rooms. The primary capability provided by Phase IIB of the project is in support of research and training on site. The proposed infrastructure would see the facility's shops and labs used in support of research

and development activity in ocean observation, ocean instrumentation, underwater vehicles and ocean mapping. By March 31, 2020 design had been completed for the project.

- **Grenfell Campus – Regional Research & Innovation Hub:** On March 13, 2019, an RFP for design work was awarded to Atlantic Engineering Consultants Limited, which was subsequently purchased by DMG Consulting Limited. The total amount of the award was \$141,300 plus HST. The consultant issued architectural design drawings for review, building programming, an opinion of probable cost and a design development report in July 2019.
- **Grenfell Campus – Regional Aquatic Centre:** Based on the findings and recommendations in the condition assessment report, the City of Corner Brook confirmed Grenfell Campus as the preferred location for the proposed Regional Aquatic Centre. In February 2019, the City of Corner Brook awarded an RFP to SNC Lavalin. The RFP was for the engineering and consulting services related to development of a concept design and class D capital and operational estimates. In March 2019, the consultant held consultation sessions with various user groups, including a session at Grenfell Campus which was very well attended. The consultant issued a draft programming report and presented it to the oversight committee in June 2019. A final concept design report was issued in August 2019. The concept design report was distributed to the Grenfell Campus Community in August 2019. In October 2019, the City of Corner Brook submitted a funding application for \$24.7M to the provincial government for federal funding under the Investing in Canada Infrastructure Program (ICIP). Memorial University – Grenfell Campus and the City of Corner Brook continued to explore models for a facility operator.
- The Labrador Institute Strategic Task Force considered infrastructure as a key component of its study throughout 2019-2020, and identified a number of priorities in keeping with the recommendations of the existing infrastructure plan, including the unanimous recommendation of the development of a new facility to host the Labrador Campus of Memorial University. This would include: state-of-the-art classroom space and resources for both in-person and distance/virtual learning; improved laboratory facilities; an Indigenous Resource and Learning centre; and community conference facilities. These facilities are considered priorities to meet the educational and research needs of Labrador and the North.
- Policies, procedures, and fee structures were implemented to facilitate the effective and expanded use of existing infrastructure by partners and third parties to reflect the quality of our infrastructure and to recover costs. Additional infrastructure was also acquired in areas of known future expansion, primarily related to the Pye Centre for Boreal Food Systems which was announced in July 2019.

Over the course of fiscal year 2019-20, progress was made on a number of identified deferred maintenance (DM) project in the following areas:

- Roofing, architectural, civil, and structural;

- Electrical;
- Mechanical;
- Utilities Annex;
- Deferred maintenance work completed under renovation projects.

Indicator 2: Continued to determine and implement administrative and operational efficiencies.

- The major administration efficiency initiative for the Administrative portfolio is a mandate to streamline procurement, improve outcomes, strengthen the University's compliance with the **Public Procurement Act**, and improve internal controls.
 - The Vice-President (Administration and Finance) established a Strategic Procurement unit within Financial and Administrative Services (FAS) in June 2019.
 - The position of Associate Director, Strategic Procurement was created through the repurposing of a vacant senior position. This Associate Director's role is overseeing the review of procurement practices to enable process and system improvements with the support of two existing positions in FAS, and a Manager of Strategic Procurement repurposed from a vacated procurement position in Facilities Management (FM).
 - Procurement by the departments within the VP(AF) portfolio is being centralized to the new unit reporting to the Associate Director, Strategic Procurement. This has meant administrative process change in Facilities Management (FM, and Information Technology Services (ITS) during 2019-20. In addition, the new unit provides: expert advice on procurement across the university, reducing risks and uncertainty; has already streamlined the university open calls process; is currently working on a commodity code structure to provide understanding and administrative improvement of purchasing; is transitioning the university from purchase orders to requisitions using the Banner Finance System; streamlining vendor contacts and public openings; streamlining reporting to the Public Purchasing Agency, thereby reducing time and effort required for many units; and improving unit purchasing requirements for greater efficiency.
- On October 2, 2019, the Board of Regents approved the new University Operating Budget Policy under the Vice-President (Administration & Finance). This official published policy and associated procedures provides clarity to unit head administrators on the university budget process. It has also led to the development (in progress) of a Position Management policy which will

document the allocation of funding for salary budgets, improve tracking of position changes and provide a foundation for unit-level workforce planning.

Other actions to increase administrative efficiency were implemented throughout the university in 2019-20.

- Information Technology Services (ITS) has engaged in many large-scale administrative efficiency projects with business units, including paperless admissions, one student e-record, HR personnel efile, HR apply online and Onbase for the academic recruitment process, in addition to a major Banner system upgrade. Office of the Chief Information Officer (OCIO) also continues to drive the electronic forms initiative to improve administrative efficiency and reduce paper consumption. Document Manager file sharing collections are improving information sharing for groups, reducing email traffic and security risk, and reducing paper and printing costs.
- HR, FAS and OCIO/ITS developed a new Exit Management process that increases compliance and efficiency to ensure greater protection of institutional assets and provide a clear administrative process for units to follow when employees leave Memorial.
- In partnership with OCIO, HR has implemented the OnBase document management tool to enhance the security, reliability and efficiency within HR records management and related processes.
- HR launched MyCareer in 2018-19. Ongoing training throughout 2019-20 for employee selection committee chairs under the Recruitment and Selection policy has enabled efficiencies in the staff employee hiring process.
- Negotiations with staff unions have resulted in the curtailment of severance benefits. This will reduce liability as well as future administrative work for units and HR.
- FAS has commenced a project to implement OnBase for finance processes (invoice payment, direct pays and journal vouchers), which will allow business processes to be modernized, process time to be improved, as well as improved document retrieval and policy compliance. It will also support future deployments of OnBase for other FAS processes and services. This is a complex implementation, with the first step being establishing MUNClass categories for all finance records and forms. The MUNClass retention schedules were finalized and sent to the provincial government's Records Committee for approval. This work streamlines recordkeeping for financial records across the institution.
- A review of the OCRO's charge-back activity known as the "safety fee", applied on internal facilities renovation projects and construction programs, was initiated. With the exception of large capital projects with dedicated resources, effective April 1, 2019, internal EHS safety fees were discontinued. This reduced administrative work of implementing internal recovery of fees.

- The Health and Safety Unit of the OCRO implemented an online training tool to comply with workplace violence training requirements which came into effect January 1, 2020. The tool enabled the training of all employees of Memorial University through the university's learning management system, Brightspace. It also demonstrated the effectiveness of online training combined with direct communication.
- An electronic key request system has been implemented, which replaces the purely paper system that existed previously. This has resulted in efficiencies in the administration of the process and less paper work.
- Grenfell Campus consolidated ancillary operations and facilities management under the Director of Facilities Management and Ancillary Services.
- During 2019-2020, the Labrador Institute focused on efficiencies in personnel and infrastructure by continuing to centralize its operations in the Upper Lake Melville area and closing the Labrador West location. The Labrador Institute also reduced its reliance on rented storage space, partly through the acquisition of the Pye Centre for Northern Boreal Food Systems, and partly through improved internal management of assets and equipment, resulting in significant cost savings. Funding also continues to be sought to support ongoing priorities, and the growth and development of a Labrador Campus.

Summary

During 2019-20, progress continued on key infrastructure and deferred maintenance projects and the University launched a number of new initiatives to support improved operational efficiency. Memorial has therefore met its objective regarding enabling success for 2019-20.

In fall 2019, the Integrated Planning Committee at Memorial held its third series of university-wide consultations to support operating budget planning during which infrastructure and deferred maintenance were once again considered to be at the top of the budget priority list. The declining condition of the university physical plant continues to pose a significant threat to Memorial. Although the Campus Renewal Fee has helped to fund critical projects, Memorial will be assessing other opportunities to mitigate risks in the coming years, such as investing in new buildings, improving space use, and/or demolishing facilities that have surpassed their design life. Memorial will continue to work towards ensuring the sustainability of university facilities, as well as the enhancement of physical and technological infrastructure to support 21st century teaching and learning.

2017-20 Results:

The initiatives outlined above allowed Memorial to achieve its 2019-20 objective of furthering activities to enhance infrastructure and operational efficiency. The section

below provides a summary of initiatives undertaken to achieve the 2017-2020 plan goal of enhancing the university's infrastructure and operational efficiency.

Goal 4: By March 31, 2020, Memorial University will have completed efficiencies to enhance success.

Indicator 1: Implemented the major recommendations of the revised infrastructure plan

Memorial implemented key elements of the infrastructure plan during the three-year period covered by the 2017-20 plan. A University Buildings Project is underway with the move of units to the new Core Science Facility, and is engaged with infrastructure planning. In addition, a campus master plan exercise has commenced for St. John's campus. Memorial continues to address infrastructure and deferred maintenance concerns across campuses.

Indicator 2: Implemented administrative and operational efficiencies

Overall, for the period 2017-2020 Memorial continued to streamline administrative operations through reduction of duplicative processes, and deployment of technology solutions for administrative processes. Sharing services, refining policies, and evolving organizational structures have all contributed to operational efficiencies over the three years.

Opportunities and Challenges

Memorial University continues to face significant challenges as it seeks to fulfill its mission. This includes shifting enrolment trends, changing program demands, aging infrastructure and improving the overall experience and success of our students, as well as budgetary challenges. Despite these challenges, as well as the restrictions associated with the COVID-19 pandemic, Memorial will continue to assess the many opportunities that support progress towards its strategic goals.

As Memorial develops and launches a new pan-university strategic plan during the 2020-21 year, it will continue to meet the challenges and embrace new opportunities, informed by the provincial government's review of the public post-secondary education system in Newfoundland and Labrador. The university will continue to rethink, innovate

and adjust to meet the changing needs of today's students and those of the province, all the while being mindful of the challenging fiscal realities.

Memorial University strives to be an open and transparent institution that is accountable to its funders and responsible for its actions. The university will continue to operate in a manner that encourages broad communication about its progress towards stated goals and objectives, activities, and use of resources. In 2019-20, the university's Integrated Planning Committee again consulted broadly with the university community to support the development of the operating budget and to increase transparency. Its meeting notes have been published online, along with three budget reports, including a final report with specific recommendations to address strategic issues facing the university for the 2020-21 fiscal year.

Memorial is guided by its Strategic Plan as the university continues to pursue activities in the four strategic areas identified. Memorial's new approach to budget planning will provide important guidance to ensure that activities undertaken continue to be strategic and efficient. In the 2020-21 academic year, Memorial University is also embarking on a robust strategic planning process to develop a new pan-institutional strategic plan. The new strategic plan will guide all plans and frameworks and the 3-year strategic plan to government in the future. Overall, the University has been successful in achieving all of its stated objectives for 2019-20. This report fulfills its obligation under the province's **Transparency and Accountability Act**.

Appendix

**Memorial University of Newfoundland Consolidated Financial Statements with
Supplementary Schedules March 31, 2020.**



MEMORIAL UNIVERSITY OF NEWFOUNDLAND

*Consolidated Financial Statements
with Supplementary Schedules*

March 31, 2020

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND
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STATEMENT OF MANAGEMENT RESPONSIBILITY

The accompanying consolidated financial statements of **Memorial University of Newfoundland** [the “University”] as at and for the year ended March 31, 2020 have been prepared by management in accordance with Canadian public sector accounting standards and the integrity and objectivity of these statements are management’s responsibility. Management is also responsible for all the notes to the consolidated financial statements and schedules.

In discharging its responsibilities for the integrity and fairness of the consolidated financial statements, management developed and maintains systems of internal control to provide reasonable assurance that transactions are properly authorized and recorded, proper records are maintained, assets are safeguarded, and the University complies with applicable laws and regulations.

The Board of Regents of the University [the “Board”] is responsible for ensuring that management fulfils its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements. The Board carries out this responsibility principally through its Audit and Risk Committee [the “Committee”]. The Committee meets with management and the external auditors to review any significant accounting and auditing matters, to discuss the results of audit examinations, and to review the financial statements and the external auditor’s report. The Committee reports its findings to the Board for consideration when approving the financial statements.

The external auditor, Ernst & Young LLP, conducts an independent examination in accordance with Canadian generally accepted auditing standards and expresses an opinion on the consolidated financial statements for the year ended March 31, 2020.



Kent Decker, CPA,CA
Vice President, Administration & Finance



Deborah Collis, CPA,CA
Director, Department of Financial and Administrative
Services

Independent Auditor's Report

To the Board of Regents of
Memorial University of Newfoundland

Opinion

We have audited the financial statements of **Memorial University of Newfoundland** [the "University"] which comprise the consolidated statement of financial position as at March 31, 2020, and the consolidated statement of operations, consolidated statement of rereasurement gains and losses, consolidated statement of changes in net deficiency and consolidated statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the University as at March 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the University in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of management and individual charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the University or to cease operations, or has no realistic alternative but to do so.

Individuals charged with governance are responsible for overseeing the University's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the consolidated entity to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

St. John's, Canada
October 16, 2020


Chartered Professional Accountants

**CONSOLIDATED STATEMENT OF
FINANCIAL POSITION**

As at March 31
[thousands of dollars]

	2020	2019
ASSETS		
Current		
Cash	96,128	70,483
Restricted cash [note 5]	-	4,195
Short-term investments	69,395	97,391
Accounts receivable	79,920	72,669
Other current assets	7,394	6,549
Total current assets	252,837	251,287
Investments [note 7]	152,240	152,379
Assets under development [note 9]	323,193	237,292
Tangible capital assets [note 8]	320,675	334,860
Total assets	1,048,945	975,818
LIABILITIES		
Current		
Bank indebtedness [note 6]	4,570	6,049
Accounts payable and accrued liabilities [note 5]	73,124	80,669
Deferred revenue	30,974	37,779
Deferred contributions - grants and donations [note 11]	88,508	93,413
Current portion of long term debt [note 12]	2,863	9,907
Total current liabilities	200,039	227,817
Long term debt [note 12]	203,535	153,409
Derivative liability [note 6]	296	358
Post-employment benefits [note 13]	264,114	250,760
Deferred capital contributions [note 10]	441,654	415,520
Total liabilities	1,109,638	1,047,864
NET DEFICIENCY		
Net assets externally restricted for endowments [note 17]	118,569	119,596
Unrestricted net deficiency	(176,759)	(194,954)
	(58,190)	(75,358)
Accumulated remeasurement (loss) gains	(2,503)	3,312
Total net deficiency	(60,693)	(72,046)
Total liabilities and net deficiency	1,048,945	975,818

See accompanying notes
Contingencies [note 14]

On behalf of the Board:


Chair of the Board of Regents


Chair of the Finance Committee

CONSOLIDATED STATEMENT OF OPERATIONS

Year ended March 31
[thousands of dollars]

	<u>2020</u>	<u>2019</u>
REVENUE		
Government grants	422,772	420,018
Student fees	85,700	73,809
Other income	63,452	66,159
Amortization of deferred capital contributions <i>[note 10]</i>	35,552	37,566
Sales and services	13,542	14,044
Investment income	11,732	11,253
	<u>632,750</u>	<u>622,849</u>
EXPENSES		
Salaries and employee benefits	413,600	411,125
Scholarships, bursaries and awards	35,532	34,306
Amortization of tangible capital assets <i>[note 8]</i>	34,656	36,828
Utilities	28,568	26,271
Materials and supplies	25,982	29,797
Externally contracted service	17,359	20,811
Other operating expenses	16,815	15,767
Repairs and maintenance	16,727	17,773
Travel and hosting	15,549	17,258
Post-employment benefits <i>[note 13]</i>	13,354	17,754
Professional fees	13,090	11,290
Equipment rentals	5,113	4,357
Interest expense	375	382
External cost recoveries	(18,636)	(17,428)
	<u>618,084</u>	<u>626,291</u>
Excess of revenue over expenses (expenses over revenue)	<u>14,666</u>	<u>(3,442)</u>

See accompanying notes

**CONSOLIDATED STATEMENT OF
REMEASUREMENT GAINS AND LOSSES**

Year ended March 31
[thousands of dollars]

	2020	2019
Accumulated remeasurement gains at beginning of year	3,312	138
Unrealized (losses) gains attributable to:		
Portfolio investments	(5,934)	2,803
Derivative liability [note 6]	62	54
Realized losses (gains) reclassified to consolidated statement of operations:		
Portfolio investments	57	317
Accumulated remeasurement (losses) gains at end of year	(\$2,503)	3,312

See accompanying notes

**CONSOLIDATED STATEMENT OF CHANGES
IN NET DEFICIENCY**

As at March 31
[thousands of dollars]

	Net Assets Externally Restricted for Endowment Purposes <i>[note 17]</i>	Unrestricted Net Deficiency	2020	2019
Balance, beginning of year	119,596	(194,954)	(75,358)	(74,847)
Excess of (expenses over revenue) revenue over expenses	(3,529)	18,195	14,666	(3,442)
Endowment contributions	2,502		2,502	2,931
Balance, end of year	118,569	(176,759)	(58,190)	(75,358)

See accompanying notes

CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended March 31

[thousands of dollars]

	2020	2019
OPERATING ACTIVITIES		
Excess of revenue over expenses (expenses over revenue)	14,666	(3,442)
Items not affecting cash:		
Amortization of tangible capital assets	34,656	36,828
Amortization of deferred capital contributions	(35,552)	(37,566)
Loss on disposal of tangible capital assets	1,347	1,054
Increase in post-employment benefits, net <i>[note 13]</i>	13,354	17,754
Change in non-cash working capital <i>[note 9]</i>	(16,594)	29,929
Cash (used in) provided by operating activities	11,877	44,557
CAPITAL ACTIVITIES		
Purchase of tangible capital assets <i>[note 8]</i>	(21,818)	(18,884)
Assets under development <i>[note 9]</i>	(96,710)	(130,258)
Contributions received for capital purposes <i>[note 10]</i>	61,686	78,908
Cash used in capital activities	(56,842)	(70,234)
INVESTING ACTIVITIES		
Decrease in short-term investments, net	27,996	11,954
Decrease (Increase) in restricted cash, net	4,195	(2,796)
(Increase) in portfolio investments, net	(5,686)	(17,459)
Cash provided by (used in) investing activities	26,505	(8,301)
FINANCING ACTIVITIES		
Decrease in bank indebtedness	(1,479)	(1,424)
Endowment contributions <i>[note 17]</i>	2,502	2,931
Principal repayment of long-term debt <i>[note 12]</i>	(10,191)	(33,491)
Increase in long-term debt <i>[note 12]</i>	53,273	102,621
Cash provided by financing activities	44,105	70,637
Net change in cash during the year	25,645	36,659
Cash, beginning of year	70,483	33,824
Cash, end of year	96,128	70,483

See accompanying notes

1. AUTHORITY AND PURPOSE

Memorial University of Newfoundland [the “University”] is a corporation operating under the authority of the *Memorial University Act*. The University is an inclusive community dedicated to innovation and excellence in teaching and learning, research, scholarship, creative activity, service and public engagement. It is a comprehensive research university offering a full range of undergraduate, graduate and continuing studies programs. The academic governance of the University is vested in the Senate. The University is a government not-for-profit organization [“GNPO”], governed by a Board of Regents, the majority of whom are appointed by the Government of Newfoundland and Labrador. The University is a registered charity under the *Income Tax Act [Canada]* and, accordingly, is exempt from income taxes, provided certain requirements of the *Income Tax Act [Canada]* are met.

2. COVID-19 PUBLIC HEALTH EMERGENCY

On March 11, 2020, the World Health Organization characterized the outbreak of a strain of the novel coronavirus (“COVID-19”) as a pandemic, which has resulted in a series of public health and emergency measures that have been put in place to combat the spread of the virus, including the announcement of a public health emergency in the Province of Newfoundland and Labrador on March 18, 2020. Some of the measures put in place included the shutdown of non-essential services, travel restrictions, barring of gatherings of people, and requirements to stay at home and work from home where possible. As of the date of issuing the financial statements, the ongoing duration and impact of COVID-19 is unknown and it is not possible to reliably estimate the impact that the length and severity of these developments will have on the financial results and condition of the University in future fiscal years.

3. SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The consolidated financial statements of the University have been prepared by management in accordance with Canadian public sector accounting standards for GNPO’s, including the 4200 series of standards, as issued by the Public Sector Accounting Board [“PSAB”].

Reporting entity

The consolidated financial statements reflect the assets, liabilities, revenues and expenses of the University and the following not-for-profit organizations, which are controlled by the University:

- C-CORE
- Campus Childcare Inc.
- The Canadian Centre for Fisheries Innovation
- Genesis Group Inc.
- Memorial University Recreation Complex

All intercompany assets and liabilities, revenues and expenses have been eliminated.

Use of estimates

The preparation of these consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities, and reported

amounts of revenues and expenses during the year at the date of the consolidated financial statements. Actual results could differ from these estimates. Estimates are reviewed periodically, and as adjustments become necessary, they are reported in the earnings of the period during which they became known. Areas of key estimation include actuarial assumptions for post-employment benefits, allowance for doubtful accounts, amortization rates and cost of assets under construction.

Revenue recognition

The University follows the deferral method of accounting for contributions, which include donations and government grants, as follows:

Contributions are recorded in the accounts when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Unrestricted contributions are recognized as revenue when initially recorded in the accounts.

Contributions externally restricted for purposes other than endowment are initially deferred when recorded in the accounts and recognized as revenue in the year during which the related expenses are incurred.

Restricted contributions for the purchase of capital assets are deferred and amortized to operations on the same basis as the related asset.

Endowment contributions are recorded as direct increases in net assets in the year during which they are received.

Revenues from contracts, sales and other ancillary services [parking, residence, sundry sales, etc.] are recognized when the goods or services are provided and collection is reasonably assured.

Student fees are recognized as revenue when courses or seminars are held.

Investment income (loss) recorded in the statement of operations consists of interest, dividends, income distributions from pooled funds and realized gains and losses, net of related fees. Unrealized gains and losses are recorded in the statement of remeasurement gains, except to the extent they relate to deferred contributions and to endowments, in which case they are added to the respective balance.

Restricted investment income [interest, dividends, realized gains and losses] is initially deferred and recognized in the year in which the related expenses are incurred.

Restricted investment income [interest, dividends, realized gains and losses] that must be maintained as an endowment is recorded directly into net assets.

Endowments

Endowments consist of internally and externally restricted donations received by the University. The endowment principal is required to be maintained intact, with the investment income generated used for the purposes established by the donors. The University ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they were provided. The University has established a policy with the objective of protecting the real value of the endowments. The amount of income made available for spending is prescribed annually and an amount is added to endowment net assets for capital preservation every three years.

Expense recognition

Expenses are recorded on the accrual basis as they are incurred and measurable based on receipt of goods or services and obligation to pay.

Cash and cash equivalents

Cash includes cash on deposit. Cash held by external investment managers for investing rather than liquidity purposes are classified as investments.

Tangible capital assets

Purchased tangible capital assets are recorded at cost. Contributed tangible capital assets are recorded at fair value at the date of acquisition. Repairs and maintenance expenses are charged to operations as incurred. Betterments which meet certain criteria are capitalized.

The University's permanent art collection is expensed when purchased and the value of donated art is not recognized in these consolidated financial statements.

The University's library collection is capitalized and recorded at cost.

Assets under development are recorded as such in the consolidated statement of financial position until the asset is ready for productive use, at which time it is transferred to tangible capital assets and amortized. Interest and labour are included in assets under development until such time the asset is transferred to tangible capital assets.

Assets under capital lease are recorded as tangible capital assets and amortized on the same basis as the underlying asset.

Tangible capital assets are amortized over their useful lives using the following methods and rates.

<u>Asset</u>	<u>Rate</u>	<u>Method</u>
Buildings	8%	Declining balance
Furniture and equipment	20%	Declining balance
Computers	30%	Declining balance
Software	20%	Declining balance
Vehicles and vessels	30%	Declining balance
Library collection	10 years	Straight line

Impairment of long-lived assets

Tangible capital assets are written down when conditions indicate they no longer contribute to the University's ability to provide goods and services, or when the value of the future economic benefits associated with the tangible capital assets is less than their net book value. The net write-downs are accounted for as an expense in the consolidated statement of operations. Any associated unamortized deferred capital contributions related to the derecognized assets is recognized in income.

Foreign currency translation

Monetary assets and liabilities denominated in foreign currencies are translated into Canadian dollars at the exchange rate in effect at year end. Operating revenue and expenses are translated at exchange rates prevailing on the transaction dates. Realized gains or losses arising from these translations are included in the statement of operations. Unrealized gains or losses are included in the statement of remeasurement gains, except to the extent they relate to deferred contributions, in which case they are added to the balance.

Post-employment benefits

Pension plan

The employees of the University participate in a defined benefit pension plan [the “Plan”] administered under the *Memorial University Pensions Act*. The Plan is underwritten by the Province of Newfoundland and Labrador. Payments to the Plan consist of contributions from employees together with matching amounts from the University plus any additional amounts required to be paid by an employer as prescribed in the *Pension Benefits Act (1997)* [PBA]. For the period April 1, 2015 to March 31, 2020, the University was exempt from the going concern funding requirements of the PBA thereby allowing deferral of the special payments otherwise due for the fiscal years 2015/16 through 2019/20.

With respect to a solvency deficiency, the PBA requires that an employer contribute an amount sufficient to liquidate the deficiency within five years of the solvency valuation date. The University is exempt from this solvency funding provision to March 31, 2020. Where the solvency ratio is below prescribed limits the University will, however, make special payments into the fund representing the solvency deficiency on refunds and transfers paid out of the fund.

The University’s contributions to the pension plan are recorded as an expense in the consolidated statement of operations. The assets and obligations of the plan are not recorded in these consolidated financial statements.

An actuarial valuation of the Plan was performed as at December 31, 2019. The results of this valuation, and those of the December 31, 2018 valuation, have been extrapolated to March 31, 2020 and 2019, respectively, for financial statement reporting.

The extrapolation revealed that the going concern unfunded liability is \$238.5 million at March 31, 2020 based on current Plan provisions and PBA requirements. Under the PBA, a going concern unfunded liability must be funded over a period of not more than 15 years while a solvency deficiency must be funded over a maximum five-year period. A portion of the going concern unfunded liability relates to the past service cost of indexing, introduced under the Plan, effective July 1, 2004. A funding arrangement was implemented coincident with the introduction of indexing to liquidate this unfunded liability over a period of 40 years. At March 31, 2020, approximately 24.25 years are remaining in the amortization schedule. The indexing liability is amortized on a declining balance basis along with recognition that if the indexing contributions (i.e., an additional 0.6% of payroll being made by both the University and employees) exceed the originally scheduled amortization payment, then 15 years’ worth of these excess contributions can be accounted for when determining the University’s special payments.

The December 31, 2019 actuarial valuation disclosed a going concern unfunded liability of \$201.7 million. The University is required to make special payments to amortize the unfunded liability over a period of not more than 15 years. The portion of the going concern unfunded liability (after accounting for the indexing liability) to be amortized is \$133.3 million and the required amortization payment for fiscal 2020/21 is estimated to be \$34.5 million [or 11.4% of pensionable payroll].

The Plan is being funded in accordance with the December 31, 2018 actuarial valuation. The next actuarial valuation for funding is due no later than December 31, 2021 [i.e., within three years of the December 31, 2018 actuarial valuation].

Other post-employment benefits

In addition to the University's pension plan, the University also has defined benefit plans for other post-employment benefits. These benefits are actuarially determined using the projected benefit method prorated on service and the administration's best estimate of salary escalation, retirement ages of employees and escalation on covered benefit expense outlays. Liabilities are measured using a discount rate determined by reference to the University's cost of borrowing. Actuarial gains and losses will be amortized over the average remaining service life of employees, which is 13 years.

The post-employment benefits are:

- Supplemental Retirement Income Plan ["SRIP"]
- Voluntary Early Retirement Income Plan ["VERIP"]
- Other benefits [severance, group life insurance and health care benefits]

Financial instruments

The University classifies its financial instruments as either fair value or amortized cost. The University determines the classification of its financial instruments at initial recognition. The accounting policy for each category is as follows:

Fair value

This category includes cash and cash equivalents, restricted cash, bank indebtedness, derivatives and equity investments quoted in an active market as well as investments in pooled funds for identical assets or liabilities using the last bid price. The University has designated its bond portfolio, which would otherwise be classified into the amortized cost category, at fair value as the University manages and reports performance of it on a fair value basis. Transaction costs related to these financial instruments are expensed as incurred.

Unrealized changes in fair value are recognized in the consolidated statement of remeasurement gains and losses and are reclassified to the consolidated statement of operations upon disposal or settlement.

Where a decline in fair value is determined to be other than temporary, the amount of the loss is removed from accumulated remeasurement gains and recognized in the consolidated statement of operations. If the loss subsequently reverses, the write-down to the consolidated statement of operations is not reversed until the investment is sold.

Amortized cost

This category includes short term investments, accounts receivable, accounts payable and accrued liabilities as well as debt. They are initially recognized at fair value and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses.

Transaction costs related to financial instruments in the amortized cost category are capitalized and amortized over the term of the instrument.

Short term investments consist of investments in debt securities, whether or not quoted in an active market, initially recorded at fair value plus financing fees and transaction costs that are directly attributable to their acquisition or disposal. These debt securities are thereafter carried at amortized cost using the straight line amortization method.

Write-downs of financial assets in the amortized cost category are recognized when the amount of the loss is known with sufficient precision, and there is no realistic prospect of recovery. Financial assets are then written down to net recoverable value with the write-down being recognized in the consolidated statement of operations.

Derivative financial instruments

Derivative financial instruments are utilized by the University in the management of interest rate exposure related to its bank indebtedness. The University may also enter into foreign exchange forward contracts to eliminate the risk of fluctuating foreign exchange rates on future commitments. The University does not utilize derivative financial instruments for trading or speculative purposes.

The University enters into interest rate swaps in order to reduce the impact of fluctuating interest rates on its floating rate bank indebtedness. These swap agreements require the periodic exchange of payments without the exchange of the notional principal amount on which the payments are based. These swap agreements are recorded on a mark-to-market basis.

Contributed materials and services

If contributed materials meet the definition of a tangible capital asset, and fair value is determinable, the University capitalizes and amortizes the tangible capital asset. All other contributed materials are not recognized in these consolidated financial statements.

Volunteers, including volunteer efforts from the staff of the University, contribute an indeterminable number of hours per year to assist the University in carrying out its service delivery activities. The cost that would otherwise be associated with these contributed services is not recognized in these consolidated financial statements.

Agency obligations

The University acts as an agent which holds resources and makes disbursements on behalf of various unrelated groups. The University has no discretion over such agency transactions. Resources received in connection with such agency transactions are reported as liabilities and subsequent distributions are recorded as decreases in these liabilities.

4. MEMORIAL UNIVERSITY ACT

In accordance with the *Memorial University Act*, the University is normally prohibited from recording a deficit on its consolidated financial statements in excess of $\frac{1}{4}$ of 1% of its total revenue.

During 1996, pursuant to Section 36 of the *Memorial University Act*, the University received approval from the Lieutenant-Governor in Council to record a deficit of up to \$5.0 million in 1996 and an additional \$10.0 million in 1997 as a result of the recognition of the liabilities related to VERIP for faculty and staff.

During 2001, the University received approval from the Lieutenant-Governor in Council to exclude from the definition of a deficit, pursuant to Section 36 of the *Memorial University Act*, any amounts resulting from the recognition of the liabilities related to recording vacation pay entitlements, severance and other post-employment benefits.

5. RESTRICTED CASH

Restricted cash consisted of premiums paid to Manulife Financial on behalf of employees which are held in an interest-bearing bank account to be used to fund future rate increases or enhancements in the long-term disability and basic term life insurance plans. The related liability is included in accounts payable and accrued liabilities.

6. BANK INDEBTEDNESS

Pursuant to Section 41 of the *Memorial University Act*, the University has received approval from the Lieutenant-Governor in Council to borrow to finance two capital projects. The projects involved the construction of a new residence complex for Grenfell Campus [“Project 1”] and the implementation of an energy performance program in five buildings on the University’s St. John’s campus [“Project 2”]. The debt has been negotiated using bankers’ acceptances [“BA”] which mature during the 2020/21 fiscal year. Management expects to refinance these loans through BA’s for the balance of the term of the loan. Disclosure related to interest rate risk is provided in *note 15*.

Derivative liability

Project 1 interest rate swap transaction involves the exchange of the underlying floating rate Canadian BA for a fixed interest rate of 1.58% expiring May 3, 2022 with a notional amount of \$0.7 million. The fair value of this interest rate swap is \$0.005 million [2019 - \$0.006 million].

Project 2 interest rate swap transaction involves the exchange of the underlying floating rate Canadian BA for a fixed interest rate of 5.12% expiring October 1, 2022 with a notional amount of \$3.9 million. The fair value of this interest rate swap is \$0.29 million [2019 - \$0.36 million].

7. FINANCIAL INSTRUMENT CLASSIFICATION

Financial instruments measured at fair value are classified according to a fair value hierarchy that reflects the importance of the data used to perform each valuation. The fair value hierarchy is made up of the following levels:

Level 1 fair value measurements are those derived from quoted prices in active markets for identical assets or liabilities using the last bid price.

Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data.

[thousands of dollars]

	2020				2019
	Level 1	Level 2	Level 3	Total	Total
Cash	96,128	-	-	96,128	70,483
Restricted cash	-	-	-	-	4,195
Investments					
Publicly traded equities – CDN	29,554	-	-	29,554	35,384
Publicly traded equities – Global	39,414	-	-	39,414	40,858
Mortgages	-	6,234	-	6,234	5,597
Real Estate	-	-	25,186	25,186	15,402
Fixed income	-	51,852	-	51,852	55,138
Bank indebtedness	4,570	-	-	4,570	6,049
Derivative liability	-	-	296	296	358
Total	169,666	58,086	25,482	253,234	233,464

There have been no significant transfers between levels for all reporting periods presented.

8. TANGIBLE CAPITAL ASSETS

[thousands of dollars]

	Buildings	Furniture and equipment	Computers	Software	Vehicles and vessels	Library collection	Total
2020							
Cost							
Opening balance	504,548	173,187	27,383	5,489	7,719	175,264	893,590
Additions	8,643	7,852	630	323	324	4,046	21,818
Disposals	-	(5,948)	-	-	-	-	(5,948)
Closing balance	513,191	175,091	28,013	5,812	8,043	179,310	909,460
Accumulated depreciation							
Opening balance	258,533	121,169	18,287	3,962	6,473	150,306	558,730
Additions	19,951	6,190	2,917	165	447	4,986	34,656
Disposals	-	(4,601)	-	-	-	-	(4,601)
Closing balance	278,484	122,758	21,204	4,127	6,920	155,292	588,785
Net book value	234,707	52,333	6,809	1,685	1,123	24,018	320,675

	Buildings	Furniture and equipment	Computers	Software	Vehicles and vessels	Library collection	Total
2019							
Cost							
Opening balance	499,659	172,395	26,328	5,350	7,086	169,270	880,088
Additions	4,889	6,205	1,055	139	633	5,994	18,915
Disposals	-	(5,413)	-	-	-	-	(5,413)
Closing balance	504,548	173,187	27,383	5,489	7,719	175,264	893,590
Accumulated depreciation							
Opening balance	237,268	117,145	16,753	3,755	6,070	145,270	526,261
Additions	21,265	8,383	1,534	207	403	5,036	36,828
Disposals	-	(4,359)	-	-	-	-	(4,359)
Closing balance	258,533	121,169	18,287	3,962	6,473	150,306	558,730
Net book value	246,015	52,018	9,096	1,527	1,246	24,958	334,860

Amortization expense for the year is \$34.7 million (2019 - \$36.8 million).

9. ASSETS UNDER DEVELOPMENT

Assets under development represent costs incurred to date on the construction of new facilities, the upgrade of current facilities to new energy performance standards and the implementation of new software. Assets under development are as follows:

[thousands of dollars]	2020	2019
Project Description		
Core Science Facility	256,898	188,428
Animal Resource Center	33,278	20,703
Energy Performance Project	28,718	25,730
Holyrood Research Facility	1,000	329
University Center Pedway	876	-
Engineering High Bay Labs	770	577
Marine Institute Cafeteria Expansion	657	-
Holyrood Marine Base – Water Lot Development	652	454
Indigenous Center	235	329
Bonne Bay Marine Station Studio	41	9
Dining Hall Renovation	41	-
Science Building Redevelopment	14	-
Holyrood Research Facility Storage Facility	13	6
Document Management System	-	618
Marine Institute Parking Lot Redevelopment	-	109
Total	323,193	237,292

Included in the above amounts for assets under development is \$22.1 million (2018 - \$32.9 million) in accounts payable transactions that have been adjusted on the statement of cash flows in the categories of Assets Under Development and Change in Non-cash Working Capital.

10. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions related to tangible capital assets represent the unamortized and unspent amount of donations and grants received for the purchase of tangible capital assets. The amortization of deferred capital contributions is recorded as revenue in the consolidated statement of operations.

[thousands of dollars]	2020	2019
Balance, beginning of year	415,520	374,178
Additional contributions received	61,686	78,908
Less amounts amortized to revenue	(35,552)	(37,566)
Balance, end of year	441,654	415,520

11. DEFERRED CONTRIBUTIONS – GRANTS AND DONATIONS

Deferred contributions related to expenses of future periods represent unspent externally restricted grants and donations for research and other programs.

[thousands of dollars]	2020	2019
Balance, beginning of year	93,413	92,246
Grants and donations received during the year	66,182	76,222
Less amounts recognized to revenue for expenses incurred during the year	(71,087)	(75,055)
Balance, end of year	88,508	93,413

12. LONG-TERM DEBT

[thousands of dollars]	2020	2019
Government of Newfoundland and Labrador, \$175,000 loan for the Core Science Facility to be drawdown in instalments over the period February 2018 to July 2020, interest to accrue on loan instalments at a rate equivalent to the three month Canadian Bankers' Acceptance Rate which is the average three month Canadian Dealer Offered Rate (CDOR), at the end of the instalment period total principal plus accrued interest will be converted to a 30 year loan, maturing July 2050, at a rate equivalent to the Lender's cost of borrowing, principal payments to begin October 1, 2020	152,328	102,266
Royal Bank of Canada ["RBC"] fixed rate term loan to fund the University's second Energy Performance Contract Project, \$28,400 loan at 3.73%, to be drawn down over 10 instalments which concluded in September 2019, during the instalment period interest was accrued at an annual rate of 3.73%, at the end of the instalment period the loan and unpaid interest will be repaid at varying amounts over a 19 year period, beginning March 31, 2020 and maturing March 2038	29,447	27,103
RBC fixed rate term loan to fund the Animal Resource Center, \$15,600 loan at 4.18%, repayable in 25 equal, annual payments of \$1,018, maturing December 2043	15,234	15,600
RBC fixed rate term loan to fund the Marginal Breakwater and Wharf Facility, \$11,185 loan at 3.69%, repayable in 19 equal, annual blended payments of \$825, maturing in August 2034	9,389	9,847

Immigrant Investor Fund, Government of Newfoundland and Labrador, bridge financing agreement for the Core Science Facility, 2% fixed rate, matured in February 2020

- 8,500

Less: current portion

206,398	163,316
2,863	9,907
203,535	153,409

Annual repayments of long-term debt over the next five years are as follows:

2021	\$2,863
2022	\$4,393
2023	\$4,612
2024	\$4,840
2025	\$6,280

Interest paid on long-term debt for the year is \$0.4 million (2019 - \$0.3 million).

13. POST-EMPLOYMENT BENEFITS

The University has a number of post-employment benefit liabilities including employee future benefits (severance, health and dental benefits and life insurance), VERIP and SRIP. The last valuation was performed on December 31, 2016 and extrapolated in each subsequent year for accounting purposes.

Employee Future Benefits

The University provides group life insurance and health care benefits on a cost shared basis to retired employees, and in certain cases, their surviving spouses. In addition, the University pays severance to certain employee groups upon termination, retirement or death, provided they meet certain eligibility criteria. The cost of providing these future benefits is unfunded. Current year payments are funded on an annual basis from operations.

The significant actuarial assumptions used in measuring these benefits include the following:

	<u>2020</u>	<u>2019</u>
Discount rate:		
Liability	3.40%	3.60%
Expense	3.60%	3.70%
Average rate of compensation increase	4.00%	4.00%

The health care inflation rate is 6% in year 1 following the valuation date, reducing 0.5% per year to 4% in year 5 and later (2020 – 4.5.0%, 2019 – 5.0%). There is no explicit inflation rate assumption.

VERIP

In February and May 1996, the University offered faculty and staff, who reached age 55 and attained a minimum of 10 years pensionable service, an opportunity to take an early retirement under the provisions of the VERIP. Subject to eligibility criteria, the Plan provided an incentive of enhanced pension benefits of up to five years' pensionable service and waiver of actuarial reduction, if applicable, or a lump sum early retirement payment. The early retirement incentive is unfunded. Current year payments are funded on an annual basis from operations.

The significant actuarial assumptions used in measuring these benefits include the following:

	<u>2020</u>	<u>2019</u>
Discount rate		
Liability	2.60%	3.10%
Expense	3.10%	3.30%

SRIP

In May 1996, the Board of Regents approved a SRIP to provide benefits to employees of the University whose salaries exceed the Canada Revenue Agency maximum pensionable salary and whose defined benefit pension, therefore, exceeds the maximum benefit payable from the Plan.

The significant actuarial assumptions used in measuring these benefits include the following:

	<u>2020</u>	<u>2019</u>
Discount rate		
Liability	3.30%	3.60%
Expense	3.60%	3.70%

The accrued liability and expense of these post-employment benefits are outlined in the tables below:

[thousands of dollars]

	<u>2020</u>			
	Employee Future Benefits	VERIP	SRIP	Total Liability
Post-employment benefits	252,930	4,715	33,473	291,118
Unamortized actuarial loss	(23,171)	-	(3,833)	(27,004)
Total liability	229,759	4,715	29,640	264,114

[thousands of dollars]

	<u>2019</u>			
	Employee Future Benefits	VERIP	SRIP	Total Liability
Post-employment benefits	249,629	4,852	35,336	289,817
Unamortized actuarial loss	(31,383)	-	(7,674)	(39,057)
Total liability	218,246	4,852	27,662	250,760

[thousands of dollars]

	2020			
	Employee Future Benefits	VERIP	SRIP	Total Expense
Current year benefit costs	10,507	-	1,195	11,702
Interest on accrued benefit obligations	9,141	143	1,294	10,578
Benefit payments	(12,342)	(469)	(1,189)	(14,000)
Amortized actuarial losses	4,207	189	678	5,074
Total expense	11,513	(137)	1,978	13,354

[thousands of dollars]

	2019			
	Employee Future Benefits	VERIP	SRIP	Total Expense
Current year benefit costs	10,671	-	1,529	12,200
Interest on accrued benefit obligations	8,850	162	1,346	10,358
Benefit payments	(6,499)	(478)	(1,030)	(8,007)
Amortized actuarial losses	2,305	17	881	3,203
Total expense	15,327	(299)	2,726	17,754

14. CONTINGENCIES

(a) Canadian University Reciprocal Insurance Exchange [“CURIE”]

The University participates in a self-insurance cooperative involving a contractual agreement to share the insurance, property and liability risks of member universities for a term of not less than five years. In the event the premiums are not sufficient to cover claims settlements, the member universities would be subject to an assessment in proportion to their participation. For the year ended December 31, 2019, CURIE had a surplus of \$10.8 million and a cumulative subscribers' equity of \$90.1 million. The University's pro-rata share is approximately 3% on an ongoing basis.

(b) Asset Retirement Obligations

The University has identified a potential liability related to the existence of asbestos in a number of its facilities. Although not a current health hazard, upon renovation or demolition of these facilities, the University may be required to take appropriate remediation procedures to remove the asbestos. As the University has no legal obligation to remove the asbestos in these facilities as long as the asbestos is contained and does not pose a public health risk, the fair value of the obligation cannot be reasonably estimated due to the indeterminate timing and scope of the removal. The asset retirement obligations for these assets will be recorded in the period in which there is certainty that the renovation or demolition project will proceed and there is sufficient information to estimate fair value of the obligation.

(c) Contractual Obligations

Contractual obligations are to outside organizations for contracts entered into before March 31, 2020. These contractual obligations will become liabilities when the terms of the contracts are met.

	<u>2020</u>
Capital projects	76,841
Energy savings	<u>1,841</u>
Total Contractual Obligations	<u>78,682</u>

15. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT

Market risk

The University is exposed to market risk on its investments due to future fluctuations in market prices. This risk is managed by a Statement of Investment Policy and Objectives approved by the Board of Regents which includes investment policy provisions for an acceptable asset mix structure and quality constraints on fixed income instruments.

(a) Currency risk

Currency risk relates to the University operating in different currencies and converting non-Canadian transactions at different points in time when adverse changes in foreign currency rates occur. The University minimizes foreign currency risk to protect the value of foreign cash flows, both committed and anticipated, by using foreign exchange contracts when market conditions are judged to be favorable. There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

[thousands of dollars]

2020 Foreign Currency Denominated Assets	Fair Values (CAD)	Impact of 1% Absolute Change in Exchange Rates on Net Assets
Global Equity	39,414	394.14

(b) Interest rate risk

Interest rate risk refers to the effect on the fair value or future cash flows of a financial instrument due to fluctuations in interest rates. The University's exposure to interest rate risk relates to its floating interest rate bank indebtedness which utilizes BA's and exposes the University to cash flow risk. The University has managed this floating interest rate risk by entering into interest rate swap agreements with the RBC Royal Bank to offset the movement in the BA rates. Any change in BA rates will be offset by a corresponding change in the interest rate swap. The fair value of these interest rate swap agreements are recorded in the consolidated statement of financial position and the change in value is reflected in the consolidated statement of remeasurement gains.

Credit risk

Credit risk is the risk of loss due to the failure of a counterparty to satisfy its obligations. The University is exposed to credit risk with respect to accounts receivable from students, governments and other clients as well as through its investments in fixed income and equity securities. Services are provided to a large number of students and entities, which minimizes the concentration of credit risk. The University routinely monitors the receivable balances and

establishes an appropriate allowance for doubtful accounts based upon factors surrounding credit risk, historical trends, and other information. The allowance in 2020 is \$1.9 million (2019 – \$1.2 million). The University limits its exposure to credit loss on fixed income by investing in securities with high credit quality. To maximize the credit quality of its investments, the University performs ongoing credit evaluations based upon factors surrounding the credit risk of issuers, historical trends and other information. The fair value of debt securities includes consideration of the credit worthiness of the debt issuer. All transactions executed by the University in listed equities are settled upon delivery using approved brokers. The risk of default is considered minimal, as the delivery of those securities sold is made only when the broker has received payment. Payment is made on purchases only when the security is received by the broker. The trade will fail to consummate if either party fails to meet its obligation. The maximum risk of loss at March 31, 2020 is limited to the amounts as shown on the consolidated statement of financial position.

Liquidity risk

The University is exposed to liquidity risk with respect to its contractual obligations and financial liabilities. This risk is managed by maintaining adequate cash and cash equivalents. The University believes that cash and cash equivalents on hand, future cash flows from government grants and student fees will be adequate to meet its financial obligations.

Other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices [other than those arising from interest rate risk or currency risk], whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The University is exposed to other price risk through its investments in equity instruments traded in an active market.

16. RELATED PARTY DISCLOSURE

The University considers key management personnel [“KMP”], their close family members and any organizations controlled by the KMP or their close family members as related parties. For this purpose, KMP have been identified as the President, Vice-Presidents and members of the Board of Regents.

The University also considers the Government of Newfoundland and Labrador and its agencies, boards and commissions as related parties.

The University has determined that all transactions with its related parties were conducted in the normal course of business and at arms’ length, therefore, no further disclosure is required.

17. ENDOWMENTS

As at March 31, 2020 the University has total restricted net assets for endowment purposes of \$118.569 million (2019 - \$119.596 million).

The endowed balance of \$100.364 million (2019 - \$83.595 million) is subject to externally imposed restrictions requiring the principal to be maintained in perpetuity.

The University recognizes all investment income earned in the year though the Statement of Operations. The excess of the investment income earned over the amount utilized during the year is transferred into the endowment net assets at the end of the fiscal year by following the Board approved Statement of Investment Policy and Objectives. The accumulation of these transfers is recognized as internally endowed net assets and is represented as the balance available for spending.

The balance available for spending of \$18.205 million (2019 - \$36.001 million) is reviewed every three years to determine if a portion will be added to the endowment assets for capital preservation.

[thousands of dollars]	<u>2020</u>	<u>2019</u>
Opening endowed balance	83,595	82,444
Transfer to unrestricted	(296)	(1,780)
Rebalancing from unrestricted	14,563	-
Endowed contributions	2,502	2,931
Closing endowed balance	<u>100,364</u>	<u>83,595</u>
Opening available for spending	36,001	21,168
Investment income	306	9,000
Unrestricted contributions	245	7,104
Interfund transfers	1,082	2,716
Rebalancing from restricted	296	1,780
Rebalancing to restricted	(14,563)	
Expenditures	(5,162)	(5,767)
Closing available for spending	<u>18,205</u>	<u>36,001</u>
Net assets restricted for endowment purposes	<u>118,569</u>	<u>119,596</u>

Unaudited Supplementary Information

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

March 31, 2020

**COMPENSATION PRACTICES AT
MEMORIAL UNIVERSITY OF NEWFOUNDLAND**

Compensation at the University is characterized by the financial remuneration received by individuals in relation to the duties and responsibilities of their respective position. Compensation is predominantly in the form of a fixed salary that is regularly reviewed for annual step progression, general economic increases, administrative stipends and market differential. These market differentials are applied where market demands are greater than assigned salary levels.

At the executive level, the Board of Regents [the “Board”] on the recommendation of its Executive Compensation Committee engages in a Senior Executive Compensation Review that assesses compensation levels for the University’s Executive members against similar positions within the Canadian University Market. This market review is normally done on a five year interval to ensure market alignment.

Compensation for Academic Executive, Academic Management, and Academic Staff include a salary amount identified on the faculty scale, based on experience, rank and highest degree, in accordance with the Memorial University of Newfoundland Faculty Association [MUNFA] collective agreement. In addition, for Academic Executive and Management, there is an administrative stipend, set by the Board that is applied in addition to core compensation to reflect the size and complexity of the faculty, school or department.

There are three main salary scales for administrative groups below the level of Vice-President, including; Senior Administrative Management [SAM] scale; the Management and Professional staff [MPS] scale; and unionized and non-unionized staff [Common] scale. As of April 1, 2019, the SAM scale was revised based upon a market analysis and a revised leadership scale was implemented for new employees entering this group.

Compensation levels for administrative positions below the level of Vice President are determined based on consideration of nine common factors in the application of the University’s job evaluation plan [AIKEN]. Compensation for positions within the leadership and SAM groups are determined based upon the Hay method of job evaluation. In these cases, positions are assessed and assigned a rating outcome, resulting in a total number of points for a position with an associated salary band, the intention being that broader, more difficult positions will achieve higher ratings and therefore be slotted higher in terms of salary banding. Once banded, compensation and employee progress through these bands or salary levels are a separate process.

Compensation analyses for academic and administrative positions are regularly completed to ensure market alignment within identified comparator groups and to ensure ongoing competitiveness of the University’s compensation structure.

For unionized faculty and staff, compensation structures are determined through collective bargaining processes between the University and the various unions representing each employee group; MUNFA, Canadian Union of Public Employees [CUPE], the Newfoundland and Labrador Association of Public and Private Employees [NAPE], Lecturers’ Union of Memorial University of Newfoundland [LUMUN] and Teaching Assistants’ Union of Memorial University of Newfoundland [TAUMUN].

The attached tabular information and explanatory notes provide an overview of salary ranges for executive, academic and administrative positions at Memorial University of Newfoundland.

MEMORIAL UNIVERSITY OF NEWFOUNDLAND
EXECUTIVE SALARY RANGES
MARCH 31, 2020

	Salary Range (\$)
President and Vice-Chancellor	483,276
Vice-Presidents:	
Provost (Academic)	219,488 - 274,360
Administration & Finance	195,089 - 243,861
Research <i>[note 1]</i>	195,089 - 243,861
Grenfell Campus <i>[note 2]</i>	195,089 - 243,861
Marine Institute	195,089 - 243,861

Note 1: Actual salary is \$270,000 as per employment contract.

Note 2: Actual salary is \$260,000 as per employment contract.

MEMORIAL UNIVERSITY OF NEWFOUNDLAND
ACADEMIC SALARY RANGES
MARCH 31, 2020

	Salary Range (\$) <i>[note 1]</i>	Actual Minimum and Maximum Salaries (\$) <i>[note 2]</i>	Number of Employees <i>[note 3]</i>
Academic Executive: Deans of Faculties/Schools University Librarian Associate Vice-President	<i>[note 4]</i>		22 14 1 7
Academic Management: Associate Deans Assistant Deans Department Heads Directors Associate University Librarians	<i>[note 5]</i>		53 23 3 25 0 2
Academic Staff: <i>[note 6]</i>	31,080 - 174,882	45,118 - 260,562	1197
Professors	112,764 - 174,882	112,764 – 269,529	251
Associate Professors	95,628 - 142,752	95,628 – 164,172	395
Assistant Professors	82,776 - 104,196	82,776 – 151,320	244
Lecturers <i>[note 7]</i>	65,640 – 82,776	65,640 - 114,906	68
Co-op Education Coordinators	63,496 -108,487	76,348 - 123,472	23
Librarians	59,210- 153,458	69,920 – 134,180	27
Instructors-Marine Institute <i>[note 8]</i>	31,080 – 136,578	51,525 - 136,578	189

Note 1: Salary ranges include regular base earnings only.

Note 2: Actual minimum and maximum annual salaries are comprised of all academic staff (including Academic Executive and Academic Management); amounts include regular base earnings and approved amounts paid in addition to regular earnings (i.e. administrative stipends and market differentials).

Note 3: This does not represent a count of full time equivalent positions, but rather is a headcount of permanent and contractual employees. Those on leave or long-term disability have not been included in the count.

Note 4: Academic Deans receive a salary depending upon professorial rank plus an administrative stipend in the range of \$9,500 to \$26,500 per year.

Note 5: Academic Department Heads receive a salary based upon their professorial rank plus an administrative stipend in the range of \$5,500 to \$10,000 per year.

Note 6: Academic staff counts do not include individuals who may also hold an Academic Executive or Academic Management affiliation or solely stipendiary positions.

Note 7: Lecturers include 31 Visiting Professors paid on the lecturer scale.

Note 8: Marine Instructor count includes Demonstrators, Technical Assistants, Scientists and Instructors.

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND
ADMINISTRATIVE SALARY RANGES
MARCH 31, 2019**

	Salary Range (\$)	Actual Minimum and Maximum Salaries (\$) <i>[note 1]</i>	Number of Employees <i>[note 2]</i>
Senior Administrative Management and Leadership Group			
Level 1 to 5 <i>[note 3]</i> and Grades 13-16 <i>[note 4]</i>	85,454 - 204,993	85,454 - 225,492	107
Management and Professional Staff <i>[note 5]</i>	49,602 – 117,822	49,602 - 120,018	587
Administrative Staff <i>[note 6]</i>	30,542 – 114,353	30,542 - 80,691	1585 <i>[note 7]</i>

Note 1: Actual minimum and maximum annual salaries are based on regular earnings; amounts include regular base earnings and approved amounts paid in addition to regular earnings (i.e. administrative stipends and market differentials).

Note 2: This does not represent a count of full time equivalent positions, but rather is a headcount of permanent and contractual employees. Those on long-term disability have not been included in the count.

Note 3: Compensation levels were assessed based on the Canadian University Market

Note 4: Following review of the SAM scale, members in the Leadership Group (10 individuals as of March 31, 2020) are now included in this count. Leadership Grades 13-16 were developed and assessed based upon the National Broader Public Sector Market.

Note 5: Compensation was assessed based on the Atlantic Canadian broader public sector.

Note 6: Administrative salary ranges [Common Pay Scale] reflect salary levels defined by union collective agreements or non-bargaining terms and conditions of employment.

Note 7: Administrative staff count excludes Standardized Patients, Apprentices, Student employees, and other casual workers.