



MEMORIAL UNIVERSITY OF NEWFOUNDLAND

# ANNUAL REPORT

**2021-22**



## Board of Regents

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

Dear Minister Haggie:

In accordance with the Board of Regents' responsibilities under the **Transparency and Accountability Act**, I present the 2021-22 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, 2020 - March 31, 2023, 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, 2021 to March 31, 2022, the second 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 blue ink that reads "Cathy Duke".

Cathy Duke  
Acting Chair, Board of Regents

## Land Acknowledgment

We respectfully acknowledge the territory in which we gather as the ancestral homelands of the Beothuk, and the island of Newfoundland as the ancestral homelands of the Mi'kmaq and Beothuk. We would also like to recognize the Inuit of Nunatsiavut and NunatuKavut and the Innu of Nitassinan, and their ancestors, as the original people of Labrador. We strive for respectful relationships with all the peoples of this province as we search for collective healing and true reconciliation and honour this beautiful land together.

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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 130 program options, 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 19,000 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 six campuses and online. A global network of over 100,000 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.

In the 2021-22 academic year Memorial University launched *Transforming Our Horizons*, its 2021-2026 pan-institutional strategic plan. *Transforming Our Horizons* outlines a vision in which Memorial is a university for the province, for the world, and for the future, and sets five strategic priority areas: proactive programs, inspired learning, dynamic research, commitment to communities, and promotion and pride. Six *Enabling Cultures* are also outlined in *Transforming Our Horizons*: a culture of collaboration, cohesion, and alignment; a culture of inclusion and equity; a culture of service; a culture of innovation; a culture of care and wellbeing; and a culture of achievement. The new strategic plan will guide all plans and frameworks and the 3-year strategic plan to government in the future.

# 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 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

Western Regional College (renamed Sir Wilfred Grenfell College in 1979) 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 became Grenfell Campus in recognition of its growth and development.

## Marine Institute

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 at Memorial's campuses in Newfoundland and Labrador 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 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, the 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 Campus**

The Labrador Campus is Memorial's newest location based in Happy Valley-Goose Bay, and is a leading centre of research, education, policy, and outreach by and for the North. Home to the School of Arctic and Subarctic Studies and the Pye Centre for Northern Boreal Food Systems, the Labrador Campus provides place-based, Northern-focused, and Indigenous-led education and research opportunities in Labrador and across the North.

The **Memorial University Act** specifies the role, responsibilities, structure and other governance and administrative aspects of the university. 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.”

The Board of Regents 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 membership of the Board of Regents as of March 31, 2022.

Ex-Officio <sup>1</sup>	Appointed by Lieutenant-Governor in Council	Elected by Memorial University Alumni Association	Students Appointed by Lieutenant-Governor in Council
Dr. Susan Dyer Knight, Chancellor	Chair Iris Petten (until February 12, 2022) <sup>2</sup>	Bud Davidge Cathy Duke, Acting Chair (after February 12, 2022)	Susmita Burman Jorge Campos
Dr. Vianne Timmons, President and Vice-Chancellor	Glenn Barnes	Dr. Rex Gibbons	
Dr. Florentine Strzelczyk, Provost and Vice-President (Academic) (until March 2022)	Joe Dunford Michelle Baikie Karen McCarthy Eleanor Swanson	Ann Marie Hann Kerri Claire Neil Andrea Stack	

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 that exceeds one-quarter of one per cent of the total of a grant made to the university by the provincial legislature and estimated revenue of the university from other sources for the current year. 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 2020-23](#).<sup>3</sup>

<sup>1</sup> Dr. Strzelczyk concluded her term as Provost and Vice-President (Academic) at the end of March 2022. Dr. Margaret Steele has assumed the role in an interim capacity.

<sup>2</sup> Iris Petten concluded her term as Chair on February 12, 2022. Cathy Duke, Vice-Chair, is currently Acting Chair.

<sup>3</sup> MUN Strategic Plan submission for 2020-23 available at [https://www.mun.ca/ciap/Planning/MUN\\_Strategic\\_Plan\\_2020-23.pdf](https://www.mun.ca/ciap/Planning/MUN_Strategic_Plan_2020-23.pdf)

## Key Statistics

Memorial's enrolment for the first year after receiving university status stood at only 307 students. Today, the university has enrolled 19,152 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 2021 by campus, program level, gender and enrolment status.

	Undergraduate/Diploma & Certificates				Graduate Degrees				Grand Total
	Female	Male	ND*	Total	Female	Male	ND*	Total	
<b>St. John's Campus+</b>	<b>6,300</b>	<b>4,884</b>	<b>92</b>	<b>11,276</b>	<b>2,065</b>	<b>1,616</b>	<b>21</b>	<b>3702</b>	<b>14,978</b>
<b>Full-time</b>	5,866	4,603	85	<b>10,554</b>	1,226	1,287	15	<b>2528</b>	<b>13,082</b>
<b>Part-time</b>	434	281	7	<b>722</b>	839	329	6	<b>1174</b>	<b>1,896</b>
<b>Grenfell Campus^</b>	<b>812</b>	<b>384</b>	<b>23</b>	<b>1,219</b>	<b>55</b>	<b>42</b>	<b>0</b>	<b>97</b>	<b>1,316</b>
<b>Full-time</b>	747	358	22	<b>1,127</b>	54	41	0	<b>95</b>	<b>1,222</b>
<b>Part-time</b>	65	26	1	<b>92</b>	1	1	0	<b>2</b>	<b>94</b>
<b>Marine Institute Campus'</b>	<b>270</b>	<b>726</b>	<b>10</b>	<b>1,006</b>	<b>131</b>	<b>165</b>	<b>2</b>	<b>298</b>	<b>1,304</b>
<b>Full-time</b>	159	468	6	<b>633</b>	64	67	0	<b>131</b>	<b>764</b>
<b>Part-time</b>	111	258	4	<b>373</b>	67	98	2	<b>167</b>	<b>540</b>
<b>On-line<sup>T</sup></b>	<b>929</b>	<b>610</b>	<b>15</b>	<b>1,554</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,554</b>
<b>Full-time</b>	363	270	7	<b>640</b>	0	0	0	<b>0</b>	<b>640</b>
<b>Part-time</b>	566	340	8	<b>914</b>	0	0	0	<b>0</b>	<b>914</b>
<b>Total~</b>	<b>8,311</b>	<b>6,604</b>	<b>140</b>	<b>15,055</b>	<b>2,251</b>	<b>1,823</b>	<b>23</b>	<b>4,097</b>	<b>19,152</b>

\*- Gender Not Disclosed

+ - Includes Centre for Nursing Studies

^ - Includes Western Regional School of Nursing

' - Excludes Marine Institute industrial response courses. The total enrolment in these courses for the 2020/21 academic year was 4,131 and the revenue generated from them subsidizes the administrative and faculty costs of the Institute.

~ - Excludes 253 post-graduate medicine students

<sup>T</sup> - Includes students who are registered in only online courses. Online courses are delivered by St. John's campus, Grenfell Campus, or Marine Institute.

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 2022, Memorial employed more than 3,700 faculty and staff across its campuses, as shown in the table below.

	Faculty*				Staff*				Total
	Female	Male	ND+	Total	Female	Male	ND+	Total	
<b>St. John's Campus</b>	<b>548</b>	<b>595</b>	<b>13</b>	<b>1,156</b>	<b>1228</b>	<b>760</b>	<b>17</b>	<b>2,005</b>	<b>3,161</b>
Full-time	443	514	12	969	1,115	726	9	1,850	2,819
Part-time	105	81	1	187	113	34	8	155	342
<b>Grenfell Campus</b>	<b>53</b>	<b>57</b>	<b>2</b>	<b>112</b>	<b>107</b>	<b>69</b>	<b>1</b>	<b>177</b>	<b>289</b>
Full-time	47	55	2	104	97	64	1	162	266
Part-time	6	2	0	8	10	5	0	15	23
<b>Marine Institute Campus</b>	<b>46</b>	<b>126</b>	<b>1</b>	<b>173</b>	<b>77</b>	<b>64</b>	<b>0</b>	<b>141</b>	<b>314</b>
Full-time	46	120	1	167	77	64	0	141	308
Part-time	0	6	0	6	0	0	0	0	6
<b>Total</b>	<b>647</b>	<b>778</b>	<b>16</b>	<b>1441</b>	<b>1412</b>	<b>893</b>	<b>18</b>	<b>2323</b>	<b>3,764</b>

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

+ – Gender Not Disclosed

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 2021-22, the total operating budget for the university (including the Faculty of Medicine which is funded separately through a grant from the provincial Department of Health and Community Services) was \$443.9 million and the capital budget was \$2.4 million. Revenues included: grants from the provincial government of \$359.3 million; student tuition and other fees of \$74.1 million; a grant from the federal government of \$5.0 million; and smaller sources of income, including endowments and investments.

## Highlights and Partnerships

Memorial is proud of many key accomplishments during 2021-22. The following are some examples:

- In June, Catharyn Andersen was appointed as Memorial's first vice-president (Indigenous). The position focuses on continuing to build meaningful relationships with Indigenous Peoples and advancing Indigenization.
- In August, Dr. Delores V. Mullings was appointed as Memorial's first vice-provost, equity, diversity, inclusion, and anti-racism. Memorial's Employment Equity and Diversity Plan recommended the establishment of a senior role with responsibility for EDI, noting the gap in the university's senior leadership.
- In June, Lisa Browne was appointed as Memorial's first vice-president (advancement and external relations). The position will strategically guide Memorial's development, communications, marketing, strategic external relations, community relations, alumni engagement, public policy and regional development, and relevant auxiliary units within one portfolio.
- Memorial opened Juniper House on the St. John's Campus in September, a focused centre to serve Indigenous students' needs.
- A total of 19,642 students enrolled at Memorial at the start of the fall 2021 semester – the highest enrolment ever.
- Memorial University and Western University researchers recently published their discovery of the first gene for a common cause of hearing loss in adults.
- Memorial joined post-secondary institutions across Canada in signing the Scarborough Charter on Anti-Black Racism and Black Inclusion. The Scarborough Charter is the first national action plan to redress anti-Black racism and foster Black inclusion in higher education in Canada.
- A KPMG report showed Memorial is a significant contributor to the local, provincial, and national economy. Memorial adds approximately \$627 million to Newfoundland and Labrador's economy each year and supports 9,922 jobs throughout the province.
- Memorial welcomed five new Indigenous scholars, including a new scholar to the Department of Anthropology, Queen Elizabeth II Library, Faculty of Nursing, School of Arctic and Subarctic Studies, and Department of Physics and Physical Oceanography. The new permanent positions were open to Indigenous candidates from around the world, and the successful candidates were selected through a recruitment process that involved consultation with Indigenous communities, elders, the President's Advisory Committee on Indigenous Affairs, and academic units across Memorial's campuses.

Memorial has reached several milestones in 2021-22 with regard to key infrastructure projects.

- In November, Memorial officially opened the Core Science Facility, a transformational \$325 million building. The building was completed on budget and created almost two-million tradesperson hours in construction.
- In November 2021, the Marine Institute announced the renaming of the Holyrood Marine Base to “The Launch”, with the newest building being dedicated as the Dr. Arthur W. May Building, named after a former President of Memorial University. The Launch will act as an innovation hub for oceans for the Canadian research community.
- The Labrador Campus has secured new leased space in Happy Valley-Goose Bay, and is currently in the process of renovating the space to support the new campus programming, research, and expanded student and community resources. Move in is planned for July 2022, with an official campus opening in September 2022.
- The St. John’s campus began upgrades to four Burton’s Pond apartment buildings. One building was completed in 2021-22 and the remaining three buildings are scheduled for completion during 2022-23.

A number of new academic programs were launched at Memorial in 2021-22 and significant achievements among existing programs were celebrated:

- In January 2022, Memorial’s Faculty of Education launched the Master of Education (Reading Development and Instruction). This program is offered entirely online and is the first of its kind in the country, aiming to deepen the understanding of reading development, assessment, and instruction for diverse learners.
- In Fall 2021, Memorial University’s Gardiner Centre launched the province’s first certificate program in immigration policy. The Immigration Policies Certificate is a non-credit, professional development program that aims to increase knowledge and understanding of Newfoundland and Labrador’s immigration landscape.
- In January 2022, three new course-based master’s received approval from the Board of Regents. The programs—a master of applied science in software engineering, a master of artificial intelligence, and a master of data science—will welcome their first students for Fall 2022.
- In April 2021, Senate approved the new Diploma in Northern People, Lands, and Resources program under the Faculty of Humanities and Social Sciences. The Diploma in Northern Peoples, Lands, and Resources provides a foundation in the understanding of issues relevant to the North, including Labrador, the provincial and territorial Norths in Canada, and the Circumpolar North.
- The Marine Institute’s new Certificate Program in Leadership launched in Fall 2021. The program is designed for students who are interested in exploring the field of leadership. Its goal is to enhance the leadership skills of the leaders of

- tomorrow while strengthening the relationships between the civilian and military domains and Canadian universities.
- In January 2022, the new Certificate program in Sustainable Rural Communities was launched through the School of Arts and Social Sciences at Grenfell Campus.

Key partnerships continue to support growth and innovation at Memorial. The following are examples of partnerships that were established or have continued during 2021-22.

- As part of a broader partnership between Nunavut Arctic College (NAC) and Memorial University, a Bachelor of Social Work program was launched in Cambridge Bay, Nunavut. This program is supported by a three-year commitment of \$1.8 million from the Government of Nunavut, and the first cohort of students was admitted in fall 2021.
- The School of Arctic and Subarctic Studies at the Labrador Campus is continuing to build from the continued success of the archaeology summer school led by Dr. Scott Neilsen in partnership with the Sheshatshiu Innu First Nation to develop new summer intensive experiential learning opportunities, as well as embed land-based experiential learning into new curriculum and programs.
- The School of Arctic and Subarctic Studies at the Labrador Campus is developing partnerships with other Northern post-secondary institutions, including Yukon University, Aurora College, Dechinta Research and Learning Centre, and Nunavut Arctic College, to look at shared learning and programs across the North to support Northern learners and create North-to-North networks.
- In August 2021, Canada's Ocean Supercluster announced the \$3.4 million GeoScan Project, led by PanGeo Subsea Inc. in partnership Marine Institute and B.C.-based partner Cellula Robotics.
- In August 2021, the Navigate Entrepreneurship Centre, a partnership of Grenfell Campus and College of the North Atlantic, received funding to increase capacity as supports for Newfoundland and Labrador. Navigate Entrepreneurship Centre received a \$271,650 non-repayable contribution from the Government of Canada through ACOA and \$58,250 from the Government of Newfoundland and Labrador to conduct promotional activities and counselling to support entrepreneurs at the centre.
- A partnership between Memorial, UArctic and Yukon University, funded in part by Global Affairs Canada, announced the launch of the Global Affairs Leadership Initiative. As part of the initiative, Memorial is managing two funding programs: one is designed to encourage collaboration on Northern and Arctic research, the other to help researchers establish new relationships with Indigenous groups or to strengthen existing ones.

# Report on Strategic Issues

Memorial's 2020-23 Strategic Plan sets out four priority issues:

**1 Teaching and Learning**

**2 Research, Scholarship and Creative Activity**

**3 Public Engagement**

**4 Enabling Success**

Memorial University's 2020-23 Strategic Plan sets out four priority issues: teaching and learning; research, scholarship, and creative activity; public engagement; and enabling success. These priority areas continue the strategic directions from the 2017-20 Strategic Plan while integrating new indicators to enhance the university's strategic vision. The following section provides an overview of activities covering the second year (2021-22) of the three-year plan.

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 annual reports challenging. Efforts have been made to produce a document that is comprehensive, yet concise.



## Issue 1: Teaching and Learning

Over the period of 2021-2022, Memorial University has taken strides to enhance its teaching and learning environment, guided by *Transforming Our Horizons* and the Teaching and Learning Framework (TLF) 2023, which is in its final year of implementation. New and innovative programs and services have been developed, and collaborations across the institution and beyond are underway to enhance accessibility, engagement and student success.

Within the scope of new programming, Memorial University officially announced the creation of the Labrador Campus. The announcement of the campus begins a multi-year process of working with the Innu Nation, the Nunatsiavut Government, and the NunatuKavut Community Council to design and deliver place-based, Indigenous-led, and Northern-focused undergraduate, graduate, and post-graduate programming in Labrador. The School of Arctic and Subarctic Studies at the Labrador Campus is also actively developing a full interdisciplinary undergraduate program focused on Arctic and Subarctic regions; a suite of graduate programs in Arctic and Subarctic Futures; and an undergraduate diploma in Northern and Indigenous Child and Youth Care.

New services and supports have been made available, including a virtual Academic Success Centre for students that provides resources and support for learning skills development, a peer-assisted learning program, and timely workshops on relevant topics throughout the semester. A new Learning Technology Coach program has also been launched to support the professional development of graduate students to coach instructors on the effective integration of learning technologies into their teaching. And a new professional development program has been introduced for instructors on best practices in course design.

Collaborations across the institution have been making a positive impact on teaching and learning, including development of active learning spaces and hybrid synchronous classrooms within some academic units. An institution-wide ad hoc committee of university representatives also came together to analyze and report on 2020 results of the National Survey on Student Engagement, highlighting areas of strengths and opportunities for improvement for the university on student engagement. The Memorial University community is coming together in a variety of ways to support institutional priorities that will enhance teaching and learning. The community has also worked together through the challenges of the COVID-19 pandemic to provide valuable support and services to faculty, instructors and students. Our priorities remain focused on strengthening the student experience through inspired learning, collaboration, innovative programming and engagement with our communities.

**Goal 1:** By March 31, 2023, Memorial University will have enhanced its teaching and learning environment.

**Objective:** By March 31, 2022, Memorial University will have continued to undertake activities to enhance its teaching and learning environment.

## 2021-22 Results:

### Indicator 1: Continued to implement the Teaching and Learning Framework 2023.

In 2021-22 Memorial continued to implement the Teaching and Learning Framework 2023 (TLF), launched in December 2018, through a number of initiatives:

- Established an Academic Success Centre on St. John's campus, including:
  - Development of a Supplemental Instruction Program.
  - Enhanced learning skills resources:
    - 24/7 access to over 30 resources that support students from the beginning to the end of the semester.
    - online workshops that are focused on timely topics throughout the semester.
  - Collaboration with partners to improve the academic experiences of our students and contribute to the University's goal of student success.
- Launched the Teaching Innovation and Learning Enhancement (TILE) fund to seed faculty-led projects to advance teaching practices across the university.
- In May 2021, Memorial's Teaching and Learning Conference attracted over 300 faculty, staff, and student participants across the University.
- The Marine Institute's new Certificate Program in Leadership launched in Fall 2021. The program is designed for students who are interested in exploring the field of leadership. Its goal is to enhance the leadership skills of the leaders of tomorrow while strengthening the relationships between the civilian and military domains and Canadian universities.
- In January 2022, the new Certificate Program in Sustainable Rural Communities was launched through the School of Arts and Social Sciences at Grenfell Campus. The certificate is a seven-course program with two new courses (Introduction to Sustainable Rural Communities and an Independent Community Project course) and five electives (from a diverse number of disciplines).
- In November 2021, Marine Institute signed a memorandum of understanding with the Royal Canadian Navy to provide reservist training.
- In 2021, Marine Institute partnered with Global Affairs Canada and Parkland College to offer a 16-week international internship for Indigenous students.
- Memorial University announced it was contributing \$2.3 million to the Transforming Our Horizons early entrance scholarship for students applying to any of its campuses.

- In January 2022, following a four-year process of working with diverse governments, organizations, rightsholders, stakeholders, Elders, leaders, faculty, staff, and students, Memorial University officially announced the creation of the Labrador Campus. The announcement of the campus being a multi-year process of working with the Innu Nation, the Nunatsiavut Government, and the NunatuKavut Community Council to design and deliver place-based, Indigenous-led, and Northern-focused undergraduate, graduate, and post-graduate programming in Labrador.

## Indicator 2: Identified and implemented teaching and learning initiatives outlined in *Transforming Our Horizons*.

In 2021-22, the first year of *Transforming Our Horizons*, Memorial identified and began implementation of teaching and learning initiatives:

- Planned and implemented initiatives particularly supporting goals under Proactive Programs and Inspired Learning strategic priority areas. This included working collaboratively to develop, track, and evaluate key performance indicators related to Teaching and Learning for the *Transforming Our Horizons* Performance Measurement Framework.
- Continued support to academic units to support the development of online courses and programs, including:
  - Master of Management (Grenfell Campus)
  - Reading Specialist certificate (Faculty of Education)
  - Inclusion Certificate (Faculty of Education)
- Completed the development of the fully online PharmD for Working Professionals program with the School of Pharmacy.
- Collaborated with academic units around the installation and implementation of active learning spaces (Faculty of Engineering, School of Social Work, Labrador Institute).
- Collaborated with academic units around the design and installation of hybrid synchronous classrooms (School of Social Work, Labrador Institute, Faculty of Science, Faculty of Medicine, Faculty of Nursing).
- The creation of the Labrador Campus is a direct response to the need for place-based university education in Labrador and the North that creates responsive, proactive programs at the undergraduate, graduate, and post-graduate levels to meet current and future needs, and support and cultivate lifelong learning.
- The School of Arctic and Subarctic Studies at the Labrador Campus is actively developing a full interdisciplinary undergraduate program focused on Arctic and Subarctic regions; a suite of graduate programs in Arctic and Subarctic Futures; and an undergraduate diploma in Northern and Indigenous Child and Youth Care.
- The School of Arctic and Subarctic Studies at the Labrador Campus is dedicated to land-based, community-engaged, experiential learning. Labrador Campus will continue to build from the continued success of the archaeology summer school led

by Dr. Scott Neilsen in partnership with the Sheshatshiu Innu First Nation to develop new summer intensive experiential learning opportunities, as well as embed land-based experiential learning into new curriculum and programs.

- As a new campus, the Labrador Campus is expanding locally-appropriate and culturally-relevant student support programming and resources in Labrador, as the campus prepares to open in Fall 2022.

### **Indicator 3: Continued to enhance coordination among programs and services in support of teaching and learning.**

In 2021-22, Memorial continued to enable and enhance coordination among programs and services to support teaching and learning:

- Engaged over 375 instructors in continuing professional development through the CITL instructor series.
- The newly developed Learning Technology Coach program supported the effective use of learning technology by instructors.
- Continued coordination and collaboration between CITL and the Blundon Centre in the delivery of accommodated testing for both online and on-campus students.
- Beginning in fall 2022, students will be able to complete their first year in Memorial University's engineering program, commonly known as Engineering One (EO), at the Labrador Campus, through a partnership with the Faculty of Engineering and Applied Sciences and the School of Arctic and Subarctic Studies.
- In fall 2021, the School of Arctic and Subarctic Studies at the Labrador Campus launched a Northern Peoples, Lands, and Resources diploma, in partnership with the Faculty of Humanities and Social Sciences. This diploma aims to provide a foundation in the understanding of issues relevant to Northern regions.
- The School of Arctic and Subarctic Studies at the Labrador Campus is actively working with other faculties at Memorial University to bring shared programming opportunities to Labrador to support multi-campus initiatives that will enhance access to university education in the North.
- The School of Arctic and Subarctic Studies at the Labrador Campus is developing partnerships with other Northern post-secondary institutions, including Yukon University, Aurora College, Dechinta Research and Learning Centre, and Nunavut Arctic College, to look at shared learning and programs across the North to support Northern learners and create North-to-North networks.

### **Indicator 4: Continued to improve the use of information and metrics to support teaching and learning programs and services.**

Memorial continued its commitment in 2021-22 to improve information and metrics to guide teaching and learning programs and services on campus:

- Established an ad hoc committee of university representatives that analyzed and reported on 2020 results of the National Survey on Student Engagement, highlighting areas of strengths and opportunities for improvement for the university on student engagement.
- Two Marine Institute programs (the Technician Diploma in Remotely Operated Vehicles and the Diploma of Technology in Ocean Mapping) were accredited by Technology Accreditation Canada (TAC), an autonomous, national accrediting body for Canada’s engineering technology and applied science professions.

**Indicator 5: Continued discussions regarding opportunities for collaboration with College of the North Atlantic.**

Throughout 2021-22, Memorial continued its commitment to advance collaboration with College of the North Atlantic:

- Invited College of the North Atlantic to attend Memorial’s Teaching and Learning Conference.
- Continued access to LINNEY (Learning Object Repository) with over 1800 objects available for use under the terms of a creative commons license.
- The Labrador Campus and the Faculty of Engineering and Applied Science are developing an MOU with the College of the North Atlantic Happy Valley-Goose Bay Campus to support the Engineering One program.
- The Pye Centre for Northern Boreal Food Systems at the Labrador Campus has been working with the College of the North Atlantic’s Agricultural Technician program to support student internships and learning at the Pye farm.

**Summary**

The last year focused on the continued implementation of teaching and learning objectives while supporting students through the continued challenges associated with the COVID-19 pandemic. 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 2021-22 objective with regard to teaching and learning.

**2022-23 Objective**

**Objective:** By March 31, 2023, Memorial University will have furthered activities to enhance its teaching and learning.

**Indicators:**

- Completed implementation of the Teaching & Learning Framework 2023.

- Continued to identify and implement teaching and learning initiatives outlined in *Transforming Our Horizons*.
- Enhanced coordination among programs and services in support of teaching and learning.
- Improved use of information and metrics to support teaching and learning programs and services.
- Continued discussions regarding opportunities for collaboration with College of the North Atlantic.

## Issue 2: Research, Scholarship and Creative Activity

As Newfoundland and Labrador's university, Memorial has contributed – for decades – to the economic and cultural development of this province. The university is proud to support the innovators, visionaries and trailblazers who help grow the university's profile as an internationally renowned research-intensive post-secondary institution.

Research is a core priority for Memorial and a vital component to the critical mission of the university. Every day, on all of its campuses – and in every discipline – Memorial's faculty, staff, postdoctoral fellows and students undertake innovative research to make our world a better place.

Over the past decade, Memorial has matured into a research-intensive institution to become one of Canada's top 20 research universities. Indeed, as celebrated in 2021-2022, Memorial led all Canadian universities with medical schools when it came to corporate research income growth over a 20-year period, according to Research Infosource. Ongoing collaborations with diverse industry partners, government agencies and other stakeholders allow Memorial's interdisciplinary research teams to address global challenges and local needs.

Building upon Memorial's strategic priority of dynamic research and the key research metrics identified in Memorial's strategic plan, the university is renewing its Research Strategy to help sustain this momentum into the future.

As recognized in 2021-2022, Memorial is committed to helping build a better, more responsible and prosperous future for our province, our country and our world.

<b>Goal 2:</b>	By March 31, 2023, Memorial University will have enhanced its research profile and productivity.
<b>Objective:</b>	By March 31, 2022, Memorial University will have continued activities to enhance the creation and profile of research and scholarly knowledge generation.

## 2021-22 Results:

### Indicator 1: Identified and implemented research-related initiatives outlined in Transforming Our Horizons.

Reinforcing the theme of “Dynamic Research – Global Reach and Local Relevance” in Memorial’s new strategic plan, Transforming our Horizons, the Vice-President (Research) Portfolio is leading the development of a renewed institutional Research Strategy. Units across Memorial University also worked collaboratively to develop, track, and evaluate key performance indicators particularly related to Dynamic Research for the *Transforming Our Horizons* Performance Measurement Framework. Additionally, building on Transforming our Horizons’ vision, the Vice-President (Research) Portfolio is also leading the process to develop the university’s first Innovation Strategy.

### Indicator 2: Continued to enhance support and services to individuals and groups engaged in research and scholarly knowledge creation.

Memorial University continued to improve supports and services for research and knowledge creation in 2021-22:

- Memorial hosted its fourth annual Research Week celebrations from Nov. 22-26, 2021, with more than 65 sessions organized by researchers, students, staff, and community members. The goal of Research Week is to celebrate and raise awareness of Memorial’s internationally renowned research expertise and encourage more multidisciplinary collaboration among the research community.
- In May 2021, the Canadian Institutes of Health Research hosted a virtual meeting with Memorial’s research community.
- With the creation of the Labrador Campus in January 2022, the campus is continuing to grow its research services, capacities, and infrastructure, including hiring a Program Coordinator for Research Advancement in Fall 2021, preparing to launch graduate programs in winter 2023, and working with funding organizations and donors to support Labrador research.

### Indicator 3: Continued to secure external funding to support research and creation of scholarly knowledge.

During 2021-22, Memorial University continued to secure external funding to support research and knowledge creation:

- In January 2022, Memorial University and a consortium of university-affiliated and community-affiliated researchers from local Mi'kmaw communities across Newfoundland and Labrador have been awarded nearly \$15 million through the federal New Frontiers in Research Fund (NFRF) to investigate how repurposed marine biomass can develop new products and create a more sustainable future for



Newfoundland and Labrador's coastal communities. This is the largest funding award ever received by Grenfell Campus researchers.

- In Fall 2021, the Aging Research Centre-Newfoundland and Labrador (ARC-NL) awarded more than \$100,000 in grants and fellowships to support the Government of Newfoundland and Labrador's efforts to better understand and plan for demographic change and healthy aging across the lifespan.
- In August 2021, over \$1 million in funding was announced from the Government of Canada and Government of Newfoundland and Labrador to support the Grenfell Campus Functional Foods Sensory Lab.
- In August 2021, more than \$300,000 in funding was announced from the Government of Canada and the Government of Newfoundland and Labrador to support the Navigate Entrepreneurship Centre at Grenfell Campus.
- Marine Institute was awarded \$1.3 million from the Provincial Government's Department of Industry, Energy, and Technology's Offshore Oil and Gas Industry Recovery Assistance Fund to support the new Subsea Centre of Excellence.
- In November 2021, Memorial University was awarded \$1 million in funding from the Government of Canada's Global Skills Opportunity program. \$500,000 of this funding is designed to support students with disabilities and students who self-identify as Indigenous to participate in study and work-abroad programs. Another \$500,000 was awarded to Marine Institute to support opportunities for students to build global and intercultural competencies in the blue economy.
- In May 2021, the Atlantic Canada Opportunities Agency (ACOA) announced an investment of \$139,000 for a pilot project led by the Technology Transfer and Commercialization Office (TTCO) for the Supporting the Local Innovation and Entrepreneurial Ecosystem project. This investment was matched by alumnus Mark Dobbin for a total investment of \$278,000.
- Dr. Michael Katz, Associate Professor with the Department of Chemistry in the Faculty of Science, was awarded \$655,900 from the offshore research, development, and demonstration (RD&D) component of Natural Resources Canada's (NRCan) Emissions Reduction Fund (ERF) to develop a small-scale filtration system to separate CO<sub>2</sub> from a simulated exhaust stream.
- In 2021, Memorial researchers successfully secured more than \$3.2 million from the Natural Sciences and Engineering Research Council of Canada (NSERC) and the Social Sciences and Humanities Research Council of Canada (SSHRC).
- In August 2021, the Canada Foundation for Innovation (CFI) announced more than \$970,000 in funding to Memorial University. This funding allows Memorial to acquire highly specialized infrastructure to be used for studies ranging from developing technology to extract bioproducts from fishery and forestry biomass residues, to a suite of instrumentation used to examine environmental pollutants.
- In Fall 2021, researchers at Memorial University secured a total of \$1,168,000 from the Canadian Institutes of Health Research (CIHR) and the Canadian Medical Association Foundation. This funding supports research in the areas of healthy cities, stroke recovery, and virtual care.

- In October 2021, the Minister of Industry, Energy and Technology announced more than \$1.3 million in research funding. This funding supports: examining the effects of the warming waters and oxygen loss in the North Atlantic; establishing a chemical separations laboratory for clinical, environmental, and exposomics research; developing infrastructure to characterize material vibration response for advancing microstructures, microsystems, and micro-electro-mechanical systems; developing innovative bioproducts from fish and forest biomass residues; and tracking historical environmental changes in Newfoundland and Labrador.
- In November 2021, a research collaboration between Memorial University's Faculty of Medicine and Eastern Health secured \$379,000 in funding from the Canadian Institutes of Health Research to study the immune response to COVID-19 vaccination in cancer patients with both hematological cancers and solid tumours.
- During Research Week in November 2021, the Minister of Industry, Energy and Technology announced nearly \$1.2 million in funding for four projects involving researchers based in the faculties of Medicine, Science, and Engineering and Applied Science and at the Marine Institute.
- An interdisciplinary research team in the Faculty of Medicine using high-resolution imaging and laboratory studies to investigate the long-term effects of opioid use on skeletal structure and health was awarded \$445,000 from the Canadian Institutes of Health Research.
- Dr. Heather Carnahan, MI's Lockheed Martin Industrial Research Chair in Simulation and Learning, received \$615,000 in funding from LMCANADA Inc. to study the effectiveness of simulators and virtual reality as learning tools in the marine transportation sector.
- In June 2021, Drs. Alex Bihlo and John Jamieson were renewed as tier 2 Canada Research Chairs. Tier 2 chairs are five-year awards for \$100,000 each year. Dr. Bihlo continues his work as Canada Research Chair in Numerical Analysis and Scientific Computing. Dr. Jamieson was renewed as Canada Research Chair in Marine Geology.
- In January 2022, Drs. Daniel Fuller and Benjamin Zendel were renewed as Tier 2 Canada Research Chairs. Dr. Fuller continues his work as the Canada Research Chair in Population Physical Activity. Dr. Zendel was renewed as the Canada Research Chair in Aging and Auditory Neuroscience.
- Three doctoral students were awarded Vanier Canada Graduate Scholarship, valued at \$50,000 per year for three years, in Fall 2021.
- More than 50 graduate students received more than \$1.9 million in funding in January 2022 to support diverse research projects ranging from exploring Islamophobia to social entrepreneurship.
- In February 2022, the Canada Foundation for Innovation announced more than \$345,000 for specialized tools and high-tech equipment will transform cutting-edge projects led by two early-career researchers.
- The Labrador Campus is one of two Atlantic Canada hubs focused on supporting Indigenous-led and Indigenous-focused health research, funded through CIHR Network Environment for Indigenous Health Research funding, for a total amount of \$10 million over 5 years, renewable. This network is a dynamic, diverse,

interdisciplinary and inclusive collaboration of Mi'kmaq, Wolastoqiyik, Inuit, Innu, and Passamaquoddy community members, organizations, health professionals, students, academics, traditional healers and allies from the four provinces of Atlantic Canada – Newfoundland and Labrador, Prince Edward Island, Nova Scotia, and New Brunswick.

- In 2021, the Pye Centre for Northern Boreal Food Systems – a research, education, and community farm at the Labrador Campus – received over \$350,000 from the International Grenfell Association and the John and Judy Bragg Foundation to support applied farm-based research to enhance food security and food sovereignty in Labrador and the North.
- The School of Arctic and Subarctic Studies at the Labrador Campus received \$170,000 from ArcticNet's North by North funds to support Northern-led research in Labrador and to enhance and expand research capacities.

#### **Indicator 4: 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 2021-22:

- Marine Institute, as part of Canada's Ocean Supercluster, partnered with the BridgeVUE project, forging relationships with ocean technology industry leaders in augmented reality (AR) to grow regional expertise and employment opportunities
- Marine Institute partnered with Seneca College and Niagara College on Young Africa Works project in Kenya, developing strong educational activities and employment opportunities for Kenyan Youth.
- Marine Institute partnered with Novikontas Maritime College in Riga, Latvia and the Erasmus program, to support future relationships with the continental energy sectors.
- Marine Institute engaged large groups of industry representatives by participating in satellite tag recovery with Fish Food and Allied Workers (FFAW) and Fisheries and Oceans Canada (DFO).
- Marine Institute partnered with SeaRobotics Corp. to acquire its first autonomous surface vessel (ASV) for training and research as part of the ongoing expansion of its Holyrood Marine Base.
- The Centre for Marine Simulation at the Marine Institute collaborated with the Swedish Company Stena to make significant contributions to the development of Marine Atlantic's new ferry, and therefore the province's public transportation infrastructure.
- In August, 2021, Canada's Ocean Supercluster announced the \$3.4 million GeoScan Project, led by PanGeo Subsea Inc. in partnership Marine Institute and B.C.-based partner Cellula Robotics.
- In December 2021, graduate students of the MA environmental policy and PhD Transdisciplinary Sustainability programs presented research findings for the collaborative project, "Quantifying Housing Needs in Western Newfoundland." The research is a collaboration between Grenfell Campus, the Government of Canada, and

community groups, and aims to quantify and describe present rental housing availability, as well as determine the number and type of homeless persons, including the hidden homeless, in the Corner Brook, Deer Lake and Bay of Islands area.

- In June 2021, the Government of Canada and Natural Resources Canada released the “Canada in a Changing Climate: National Issues” report, featuring a chapter co-led by Grenfell Campus’ Dr. Kelly Vodden and Labrador Campus’ Dr. Ashlee Cunsolo.
- Marine Institute participated in the 13<sup>th</sup> Annual Laurentic Forum, an international forum on the topic of sustainable coastal communities, alongside Ireland, Iceland, Norway, and Canada.
- In Fall 2021, researchers from Marine Institute spent 82 days on the maiden voyage of Qikiqtaaluk Corporation’s ***RV Ludy Pudluk***, conducting fisheries research and ocean mapping, as well as working with Canada's northern communities.
- In August 2021, the Atlantic Cancer Consortium (ACC) secured \$3.6 million in new provincial and national funding focused on cancer research. Memorial University researchers are part of the ACC, a group of doctors and scientists at leading cancer centres, hospitals and research institutes in Nova Scotia, New Brunswick, and Newfoundland & Labrador.
- Dr. Alex Bihlo, Canada Research Chair in Numerical Analysis and Scientific Computing, is spearheading a collaborative research group focused on scientific machine learning. He administers the Atlantic Association for Research in the Mathematical Sciences collaborative research group and is working with more than 20 members, most of them based in the Atlantic region, many of whom are from a variety of Memorial departments, and others based at universities in Canada, the U.S. and Europe.
- In April 2021, Dr. Sheila Garland, a clinical psychologist and associate professor, psychology, Faculty of Science, who is cross-appointed to the Discipline of Oncology, Faculty of Medicine, was named one of 15 inaugural recipients of the Canadian Cancer Society (CCS) Emerging Scholar Award. Valued at \$120,000 per year, the award is tenable for five years. Dr. Garland is developing an app to help cancer survivors overcome insomnia.
- In June 2021, Memorial became the new host institution for the national Canada Ocean Lecture Series. Initiated in 2006, the lecture series is a joint initiative between the registered charity Shorefast, Memorial and other partners.
- In November 2021, the Marine Institute announced an ocean innovation hub that will see the Holyrood Marine Base renamed as the Launch. Its newest building at the facility was also dedicated as the Dr. Arthur W. May Building, named after a former President of Memorial University.
- In November 2021, Dr. Jonathan Fisher was named the Marine Institute’s research chair in marine fisheries ecosystems dynamics. The research chair was created to help understand and quantify how environmental conditions, marine food chain interactions and fishing activities affect the population dynamics and sustainable use of marine species and their ecosystems in Newfoundland and Labrador waters and the eastern Canadian Arctic. This research is supported by combined funding of \$500,000 over five years from the Robert and Edith Skinner Wildlife Management Fund and the Marine Institute.

- Memorial University held the official opening of the Core Science Facility in November 2021 as federal, provincial and university representatives celebrated the construction of this sophisticated research and teaching building.
- Dr. Trevor Bell, University Research Professor, Department of Geography, Faculty of Humanities and Social Sciences, and an Inuit-led project received the prestigious Frederik Paulsen Arctic Academic Action Award, valued at €100,000, in October. Presented by the University of the Arctic (UArctic) and the Iceland-based organization the Arctic Circle, the award recognizes action-oriented scientific initiatives aimed at improving and reversing the effects of climate change in a concrete way. Dr. Bell is co-creator of SmartICE, the world's first climate change adaptation tool to integrate Inuit knowledge of sea ice with advanced data acquisition and remote monitoring technology. SmartICE originated at Memorial through a partnership between Dr. Bell and the Nunatsiavut Government in response to dangerous ice conditions.
- Dr. Karl Jobst, assistant professor, Department of Chemistry, Faculty of Science, was named 2021 recipient of the Terra Nova Young Innovator Award, valued at \$50,000. The award is supported through \$50,000 in funding from Suncor, on behalf of the partners in the Terra Nova oil field.
- A memorandum of understanding (MOU) was signed in March 2022 between the Fisheries and Marine Institute (MI) of Memorial University and the Department of Marine Technology at the Norwegian University of Science and Technology (NTNU). The goal is to work together in applying new marine technologies for remote operations and autonomous vehicles.
- The Labrador Campus has a specific mandate to support Indigenous-led and Northern-focused research, and work in partnership on locally-identified research that meets the needs and priorities of Labrador and the North, and that is accessible and usable. All research conducted by faculty, staff, and students is working in partnership with diverse rightsholders, organizations, and governments. Examples include partnerships with: the Sheshatshiu Innu First Nation to conduct archaeological research and summer school; the Nunatsiavut Government and NunatuKavut Community Council around Inuit pedagogies and educational opportunities; the Nunatsiavut Government, NunatuKavut Community Council, and the Torngat Wildlife, Plants, and Fisheries Secretariat on Inuit-caribou relationships; and the Wabanaki-Labrador Network on Indigenous health research.
- In March 2022, the Government of Canada and Health Canada released the Health of Canadians in a Changing Climate: Advancing our Knowledge for Action, featuring a chapter co-led by Labrador Campus' Dr. Ashlee Cunsolo.
- In March 2022, the Intergovernmental Panel on Climate Change (IPCC) released its Sixth Assessment Report from Working Group II on Impacts, Adaptation, and Response, featuring three chapters co-authored by Labrador Campus' Dr. Ashlee Cunsolo.
- In 2022, Dr. Scott Neilsen of the Labrador Campus signed an historic three-year MOU with the Innu Nation to design, grow, and collaborate on Innu-led, Innu-identified research priorities.

- Dr. Sylvia Moore of the Labrador Campus received over \$125,000 from SSHRC and the University of the Arctic focused on decolonizing professional development for teachers and Indigenizing the curriculum.
- The Pye Centre for Northern Boreal Food Systems at the Labrador Campus is working with farmers, local food organizations, academic researchers, and provincial and federal agricultural researchers and specialists to conduct farmer-identified and farmer-partnered research to improve food systems and security in Labrador.
- The Pye Centre for Northern Boreal Food Systems at the Labrador Campus developed and launched a community farm research process, including principles and values, local research priorities, and a research application process. To support this work, the Pye Centre Advisory Committee (PCAC) was created to guide the research directions of the Pye Centre, as well as review and approve research applications.
- The Pye Centre for Northern Boreal Food Systems at the Labrador Campus is working with farmers, community partners, and agricultural specialist to create its first strategic plan, including research planning and development.
- The Labrador Campus launched the John and Judy Bragg Applied Agricultural Research Fund competition in Fall 2021, to support community-led and farmer-identified applied research both at the Pye Centre for Northern Boreal food systems as well as other farms throughout Labrador. Five grants were successfully awarded in March 2022.

#### Indicator 5: Continued to pursue research opportunities with College of the North Atlantic

Throughout 2021-22, Memorial continued its commitment to advance research collaboration with College of the North Atlantic:

- In August 2021, the Navigate Entrepreneurship Centre, a partnership of Grenfell Campus and College of the North Atlantic, received funding to increase capacity as supports for Newfoundland and Labrador. Navigate Entrepreneurship Centre received a \$271,650 non-repayable contribution from the Government of Canada through ACOA and \$58,250 from the Government of Newfoundland and Labrador to conduct promotional activities and counselling to support entrepreneurs at the centre.

### Summary

From responding to challenges facing our world to groundbreaking initiatives, 2021-2022 was another positive year for Memorial's multidisciplinary research community. Its researchers continued to tackle both local and global issues.

In the past year, Memorial secured foundational support for research infrastructure and equipment, while its researchers and staff were recognized for their outstanding

contributions to their fields of study. There were also important discoveries and continued support to grow innovation and entrepreneurship.

Memorial was recognized on the international stage and across Canada for its strong research leadership in a number of areas ranging from social sciences to engineering. Of particular note is Memorial's leadership for ocean-related research, demonstrated in areas such as green technology, the blue economy and harsh environment operations.

Enhancing Memorial's worldwide profile is a main priority for the university. Over the past year, Memorial continued to achieve top marks in prestigious international rankings which further underscore a true testament of the innovative thinking, resourcefulness and trailblazing scholarship of its teams of multidisciplinary researchers. The university was also recognized for supporting global initiatives such as the United Nations' Sustainable Development Goals.

Collectively, these activities and initiatives demonstrate Memorial's ongoing success in achieving its objectives for 2021-22 regarding research, scholarship and creative activity.

### **2022-23 Objective**

**Objective:** By March 31, 2023, Memorial University will have implemented activities to enhance support of research and scholarly knowledge generation.

**Indicators:**

- Continued to identify and implement research-related initiatives outlined in Transforming Our Horizons.
- Enhanced support and services to individuals and groups engaged in research and scholarly knowledge creation.
- Secured external funding to support research and creation of scholarly knowledge.
- Engaged external collaborators and community partners in research and scholarly knowledge generation.
- Sought research opportunities with College of the North Atlantic.

## Issue 3: Public Engagement

Memorial is recognized as a national leader in public engagement, with the Office of Public Engagement serving as a catalyst for action on Memorial's Public Engagement Framework.

In fulfilling the university's role as a public university, members of Memorial's community have contributed to the social and economic development of the province, emphasizing the importance of sustained partnerships with community, industry, government, and Indigenous organizations in Newfoundland and Labrador, and beyond.

COVID-19 continued to impact the ways that Memorial engaged with its stakeholders, presenting unique challenges to regular processes and a new range of community needs and opportunities.

The Community Hubs model, initiated by Grenfell Campus to help support community members and students' learning during the early days of the pandemic, is currently in the process of expanding province wide. A call for expressions of interest from community partners was issued in March 2022, especially those located in areas with sub-optimal high speed internet access. The sites will allow Memorial to expand its supports for continuing education and a full range of research, teaching and learning, and public engagement activities within rural regions of the province through existing locations operated within communities.

Another significant milestone was the development of the Labrador Institute to the Labrador Campus. The establishment of the Labrador Campus of Memorial University received Senate endorsement and approval of the Board of Regents in the Fall of 2021. The process was deeply community engaged, guided by a committee which included members from the Innu Nation, the Nunatsiavut Government, the NunatuKavut Community Council and academic administrators, faculty, staff, and students from Memorial University.

Memorial maintains its strong public engagement presence throughout the province through long-standing collaborations, meaningful public dialogue, and community-responsive activity. The focus remains on partnerships that involve mutual contribution, mutual benefit, and mutual respect as guiding principles.

**Goal 3:** By March 31, 2023, Memorial University will have enhanced its public engagement within the province and beyond.

**Objective:** By March 31, 2022, Memorial University will have continued activities to enhance its public engagement provincially, nationally, and internationally.



## 2021-22 Results:

### **Indicator 1: Identified and implemented public-engagement-related initiatives outlined in Transforming Our Horizons.**

Memorial University identified and began to implement public-engagement-related initiatives outlined in Transforming Our Horizons:

- A scorecard for Memorial's Strategic Plan, Transforming Our Horizons, is currently being developed, including key performance indicators related to various public engagement-focused goals and objectives. These public-engagement-focused initiatives directly support the goals under Commitment to Communities and Promotion and Pride strategic priority areas. Input on the KPIs has been provided by public engagement stakeholders within the university.
- The Office of Public Engagement has been undertaking a summative evaluation of the success of the first phase of the Public Engagement Framework. The evaluation process will conclude in the Spring of 2022 and will be used to help guide the development of a new Public Engagement Strategy in alignment with Memorial's Strategic Plan.
- The community hubs model, initiated by Grenfell Campus just prior to the pandemic, is currently in the process of expanding province wide. A pan-university steering committee has been collaborating on the initiative that will support continuing education, public engagement, and other activities across Newfoundland and Labrador. This work is closely connected to the Strategic Plan, including elements from each of the strategic themes.
- The OECD approached Memorial about sharing our public engagement expertise for university public engagement as part of a report about entrepreneurship and innovation in Europe. A case study about Memorial's Public Engagement Framework was developed and has been included as a global best practise in the OECD report. This is linked to the Strategic Plan goal related to Memorial continuing its legacy as a leader in university public engagement.
- As noted above, the establishment of the Labrador Campus, and the process by which it was undertaken, relates to many of the goals and objectives of the Strategic Plan.

### **Indicator 2: 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 2021-22:

- Memorial University and a consortium of university-affiliated and community-affiliated researchers from local Mi'kmaw communities across Newfoundland have been awarded nearly \$15 million to investigate how repurposed marine biomass

can develop new products to create a more sustainable future for Newfoundland and Labrador's coastal communities.

- The first cohort of the province's only incubator for social enterprises graduated in December 2021. The graduates of the program (offered through the Centre for Social Enterprise) include a forest school, a cohousing project, and a heritage-based video game developer.
- A partnership between Memorial, UArctic and Yukon University, funded in part by Global Affairs Canada, announced the launch of the Global Affairs Leadership Initiative. As part of the initiative, Memorial is managing two funding programs: one is designed to encourage collaboration on Northern and Arctic research, the other to help researchers establish new relationships with Indigenous groups or to strengthen existing ones.
- The Gardiner Centre launched Newfoundland and Labrador's first immigration policy training program in partnership with provincial government's Department of Immigration, Population Growth, and Skills, and ACOA in the summer of 2021. The Immigration Policies Certificate will increase knowledge and understanding of Newfoundland and Labrador's immigration landscape. The first offering of the course took place virtually during the fall of 2021.
- Nursing and pharmacy students from Memorial received hands-on experience during the province's vaccination roll-out, administering COVID 19 vaccinations in St. John's and Corner Brook.
- The Marine Institute partnered with PanGeo Subsea Inc and Cellula Robotics on a Canada's Ocean Supercluster project that will provide an innovative solution to de-risk offshore wind, oil and gas, and other offshore installations with work taking place at the recently re-branded The Launch in Holyrood.

### **Indicator 3: Continued to raise awareness of achievements, collaborations and partnerships in public engagement involving Memorial.**

During 2021-22, Memorial highlighted and celebrated a number of public engagement activities and achievements at the university:

- In Fall 2021, Grenfell Campus released "Powered by Grenfell", the 2020 Grenfell Research and Graduate Studies Report.<sup>4</sup>
- In May 2021, the Grenfell Office of Engagement released the 2020 "Empowered by Community", detailing interactions between Grenfell Campus, academic, government, community, and industry.<sup>5</sup>
- In 2021, the Western Regional School of Nursing celebrated its fiftieth anniversary. A series of events celebrating this milestone were held throughout the Fall of 2021.
- 2021 also marked the 100<sup>th</sup> anniversary of Memorial's Faculty of Education. The programming of the faculty has shaped both the teachers of Newfoundland and

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<sup>4</sup> <https://poweredbygrenfell.com/index.php>

<sup>5</sup> <http://empoweredbycommunity.ca>

Labrador, and countless students. A series of events marking this anniversary are ongoing throughout the year.

- 2021 was the first year in which Memorial participated in the Times Higher Education (THE) Impact Rankings, which measure the global impact of universities worldwide. In the THE Impact Rankings, universities are assessed against the United Nations' Sustainable Development Goals. Memorial received favourable rankings in three key areas: goals 4 (quality education); 5 (gender equality); and 9 (industry, innovation and infrastructure).
- A collaboration between Fishing for Success and Dr. John Schouten, a professor of social enterprise with Memorial's Faculty of Business Administration, was awarded the President's Award for Public Engagement Partnerships.
- In the Spring of 2021, the Office of Public Engagement launched the Tandem, a quarterly public engagement e-newsletter showcasing best practises, projects, and practitioners in public engagement at Memorial.
- In November 2021, the Marine Institute announced an ocean innovation hub that will see the Holyrood Marine Base renamed as the Launch. Its newest building at the facility was also dedicated as the Dr. Arthur W. May Building. The Launch provides the Canadian ocean research community with the capability and capacity to capitalize on the dynamic and often scalable environment required to deliver leading-edge research in applied ocean science.
- The Labrador Campus has continued to grow its online and social media presence, including: launching a new website for the Labrador Campus and the School of Arctic and Subarctic Studies; growing the Pye Centre for Northern Boreal Food Systems online blog (Heart and Soil), research portal and research application site, and general information; and expanding the Laboratory for Applied Archaeological Research and Community Heritage (LARCH), led by Dr. Scott Neilsen, an interdisciplinary lab dedicated to supporting individuals, communities, not-for-profit organizations, and local governments with research related to archaeological history, community heritage, and tangible and intangible cultural heritage.
- Labrador Campus faculty, staff, and students regularly participate in media and public engagement and knowledge mobilization events, raising awareness about research, educational opportunities, and the Pye Centre for Northern Boreal food systems, while contributing to public knowledge and dialogue.
- Labrador Campus faculty and staff regularly lead public events and work with partners throughout Labrador and the North to support key public events, such as the Labrador Research Forum, Heart and Soil Monthly Talks, Farmer Circle Dialogues, Pye Centre Fall Farm Fair, Small Business Week, NunatuKavut Community Council AGM, Sheshatshiu Wellness Fair, and CBC Holiday Drive.

#### Indicator 4: Continued to facilitate and participate in informed public dialogue.

During 2021-22, Memorial facilitated and participated in a variety of public engagement and dialogue:

- Memorial researchers have continued to provide their expertise to the ongoing discussion related to COVID-19, providing evidence-based explanations to the media, collaborating with public health officials, and contributing as informed commentators as part of events and through social media. This kind of public scholarship has helped the people of Newfoundland and Labrador make better decisions as they deal with the impacts of COVID-19.
- The Harris Centre continued its Forecast NL programming throughout 2021, providing a pan-provincial dialogue on the impacts of climate change on Newfoundland and Labrador's environment, economy, and society. Topics have included renewable energy, climate change mitigation, clean technology, and more.
- Memorial's Alumni Engagement has significantly increased programming over the course of the pandemic, including expanding connections with Memorial's academic faculties and departments to provide public programming on a variety of topics. Sessions have been attracting hundreds of participants from across Newfoundland and Labrador, Canada, and beyond. 2021-2022 themes have included managing medications, navigating the world of misinformation, cyber security, and social enterprise, among others.
- In the Spring of 2021, Memorial hosted a consultation session for the federal Department of Fisheries and Oceans's Blue Economy Strategy. Memorial was the only university in Canada that convened this type of session, bringing together Memorial stakeholders along with industry, community, government, and other ocean sector groups to provide feedback and insight on this regionally crucial public policy process. In addition to the consultation, Memorial's Marine Institute also hosted a three-day virtual symposium called "Propelling the Blue Economy: Connecting Our Oceans, Our People, Our Future."
- A gathering at Memorial's Signal Hill Campus in the fall of 2021 brought together members of Newfoundland and Labrador's Indigenous communities to provide insight into the concepts of two-eyed seeing and restorative justice. Indigenous elders, Indigenous leaders and various leaders within the provincial Justice, Community and Education departments spoke about the inequities faced by Indigenous Peoples in the province and their insights for living in more just and relational ways.
- Dr. Kelly Vodden of the Environmental Policy Institute at Grenfell Campus was appointed by the provincial Minister of Environment and Climate Change to the membership of government's Net-Zero Advisory Council. The council will focus on providing advice to the provincial government on how to achieve the 2030 and net-zero targets.
- Dr. Ashlee Cunsolo of the Labrador Campus was appointed by Minister Dan Vandal and the federal government to the federal Task Force on Northern Post-Secondary Education, which worked with individuals, communities, organizations, and

governments across the North to understand the unique challenges and opportunities for post-secondary education in Northern Canada and to make recommendations to the federal government on the ways to improve access to high-quality and diverse educational opportunities for Northern learners. The final report launched in March 2022.

- Dr. Ashlee Cunsolo was appointed to the international Lancet Commission on Arctic and Indigenous Health.
- After a postponement due to the COVID-19 pandemic, the Labrador Campus is holding the third biennial Labrador Research Forum in May 2022, working with the Innu Nation, Nunatsiavut Government, NunatuKavut Community Council, the Torngat Wildlife, Plants, and Fisheries Secretariat, and the Labrador North Chamber of Commerce. This conference bring together diverse people to talk about Labrador-led and Labrador-focused research, and ensuring Northern and Indigenous Peoples are leading, identifying, and supporting research.
- The Pye Centre for Northern Boreal Food Systems at the Labrador Campus held its first annual Fall Farm Fair in September 2021, welcoming over 300 people to the farm for an afternoon of farm tours, research talks, educational workshops, music, and local food education around buying local, growing and preserving your own food, and supporting and enhancing food security and food sovereignty.
- The Pye Centre for Northern Boreal Food Systems at the Labrador Campus hosts monthly farmer's circles/dialogues, bringing together farmers to discuss key challenges and opportunities for sustaining and growing the agriculture industry in the region. These farmer's dialogues inform discussions at the provincial level, with Pye Centre staff sitting on provincial agricultural working groups led by provincial and federal representatives.
- The Pye Centre for Northern Boreal Food Systems at the Labrador Campus launched the Heart and Soil dialogues, a free monthly educational event bringing together experts on Northern food security, backyard gardening, pest management, composting, food preservation, etc., to encourage and support engagement in the local food industry.
- Labrador Campus faculty, staff, and students participate regularly in academic and public conferences, media, public dialogues, national and international policy discussions, expert testimonies, federal taskforces, and events and roundtables, contributing evidence-based decision-making and informed perspectives on Northern-led, Northern-focused, and Northern-based issues and priorities.

## Summary

During 2021-22, 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 2021-22 regarding public engagement.

### 2022-23 Objective

**Objective:** By March 31, 2023, Memorial University will have implemented activities to enhance its public engagement provincially, nationally and internationally.

**Indicators:**

- Continued to identify and implement public-engagement-related initiatives outlined in *Transforming Our Horizons*.
- Supported individuals and groups involved in public engagement activities with Memorial.
- Raised awareness of achievements, collaborations and partnerships in public engagement involving Memorial.
- Facilitated and participated in informed public dialogue.

## 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)<sup>6</sup>. The new document reflects the changing realities surrounding the university and sets up-to-date priorities regarding infrastructure.

During 2021-22 work continued on key infrastructure projects such as the Core Science Facility, the Animal Resource Centre, the Regional Research and Innovation Hub at Grenfell Campus, and the Marine Institute’s The Launch in Holyrood. Memorial also continued to address critical deferred maintenance projects, with funding generated through the Campus Renewal Fee. The development of the Campus Master Plan for St. John’s and Signal Hill Campus is also underway and will establish the vision for buildings, open spaces, connections and placemaking with a 15-year horizon.

Memorial reaffirmed its focus on operational efficiencies. During 2021-22 Memorial University undertook improvement efforts through business process review, digitization and modernization, strategic realignment and consolidation, flexible work arrangements such as remote work, and strategic change initiatives across the organization.

**Goal 4:** By March 31, 2023, Memorial University will have completed efficiencies to enhance operational success.

**Objective:** By March 31, 2022, Memorial University will have continued activities to complete priority deferred maintenance projects as per available funding, enhance infrastructure and achieve operational efficiency.

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<sup>6</sup> [https://www.mun.ca/facman/construction/MUN\\_Infra\\_Plan\\_2017.pdf](https://www.mun.ca/facman/construction/MUN_Infra_Plan_2017.pdf)

## 2021-22 Results:

### Indicator 1: Identified and implemented initiatives related to administrative and operational efficiencies as outlined in Transforming Our Horizons.

While still impacted by the university's response to the COVID-19 pandemic, Memorial university moved forward on a number of projects during 2021-22 supporting this indicator:

- Planned and implemented initiatives supporting goals that cross all strategic priority areas. This included working collaboratively to develop, track, and evaluate key performance indicators related to administrative and operational efficiencies for the *Transforming Our Horizons* Performance Measurement Framework.
- Multiple units took part in a work-from-home pilot evaluation as an assessment to aid in defining a work-from-home policy for Memorial.
- In March 2022, joint federal and provincial funding was announced to replace a fuel-fired steam boiler with two electric-powered steam boilers in Memorial's utilities annex. The project is equally cost-shared with funding totalling just over \$10.5 million.
- Work is underway to initiate a Greenhouse Gas Inventory.
- The new grass "No-mow-zone" pilot program supporting pollinators, reducing emissions, benefiting the environment and increasing Facilities Management efficiencies ran in 2021-22. This program will be repeated in 2022-23.
- Campus Enforcement and Patrol launched a bike ride pilot program aiming to reduce vehicle emissions, fuel costs and increase community presence/engagement.

### Indicator 2: Continued to implement recommendations outlined in the infrastructure plan.

Over the course of 2021-22, progress was made on a number of projects identified in the multi-year infrastructure plan:

- In November 2021, the Marine Institute announced the renaming of the Holyrood Marine Base to "The Launch", with the newest building being dedicated as the Dr. Arthur W. May Building. The Launch will act as an ocean innovation hub for the Canadian research community.
- On November 26, 2021, the Core Science Facility was officially opened at a ceremony attended by federal, provincial, and university representatives.
- Animal Resource Centre (ARC) the move in is planned for fall 2022.
- Announced in January 2022, the Labrador Institute has transitioned to the Labrador Campus of Memorial University.
- A new Indigenous student services and programming centre called Juniper House opened in 2021 and is the home of Memorial University's Indigenous Student Resource Centre (ISRC).



- St. John's Campus - Deferred Maintenance: over the course of fiscal year 2021-22, progress was made on a number of identified deferred maintenance (DM) projects in the following areas:
  - Roofing, architectural, civil, and structural;
  - Electrical;
  - Mechanical;
  - Utilities annex.
- Development of the Campus Master Plan for St. John's and Signal Hill Campus is underway and will establish the vision for buildings, open spaces, connections and placemaking with a 15 year horizon.
- The St. John's campus began upgrades to four Burton's Pond apartment buildings. One building was completed in 2021-22 and the remaining three buildings are scheduled for completion during 2022-23.
- Upgrades to washrooms in Engineering, the QEII Library and Arts and Administration building to support accessibility and inclusive campuses.
- Improved student common spaces in the QEII Library, Music and Business buildings.
- Elevator replacement Arts and Administration with scheduled completion Spring 2022.
- New enhanced elevator and lift monitoring program.
- Renovations of the Mezzanine at the Gushue Dining Hall (level two) through funding from Aramark due to officially open early in 2022-23. The focus is on student use and needs including inclusivity.
- The Labrador Campus has secured new leased space in Happy Valley-Goose Bay, and is currently in the process of renovating the space to support the new campus programming, research, and expanded student and community resources. Move in is planned for July 2022, with an official campus opening in September 2022.

**Indicator 3: Continued to determine and implement administrative and operational efficiencies.**

Throughout 2021-22, Memorial University identified and implemented administrative and operational efficiencies:

- Digitization of personnel files, reducing the storage space to house these and improved security and access to the information.
- OnBase workflow implementation for contract extensions streamlines the process, reduces the risk of human error, improves the process regarding letters of appointment and employment and reduces paper.
- The Campus Renewal Fee, introduced in 2017-18 to support revitalization of physical and technological infrastructure on campus, continues to be allocated by the Board of Regents based on recommendations made by the Enterprise Risk Management Committee. In the 2021-22 academic year \$6 million was allocated to multiple projects in Information Technology Services and Facilities Management on St. John's campus.

- Implemented new journal voucher process in Banner Workflow which means benefits including faster processing, improved access to data and paper reduction.
- Strategic Procurement Office continued modernization of procurement in Facilities Management and improved supply chain information through commodity codes and potential for group buying expanded.
- Closed parking lots during times of remote work due to the pandemic to reduce snow clearing, salt and operational costs.
- Adjusted building temperature and ventilation set points to “unoccupied” levels during periods of remote work.
- Invested in expanded software tools to allow better tracking of condition of spaces and allow better management of custodial workloads. Anticipate full implementation in 2022-23.

#### Indicator 4: Continued to monitor status of the Facilities Condition Index and variance from previous year

Facility Condition Index (FCI) is an industry-standard index that measures the relative condition of a facility by considering the costs of deferred maintenance and repairs as well as the value of the facility. FCI allows condition benchmarking between facilities of unequal size and composition, both within and among institutions. FCI is a ratio of deferred maintenance costs and the Asset Replacement Value:  $FCI = \frac{\$ \text{ Deferred Maintenance Costs}}{\$ \text{ Asset Replacement Value}}$ .

For fiscal ending March 31, 2022, Memorial’s Facilities Condition Index (FCI) is 27 per cent, which was 1.3 per cent increase (worsening) since March 31, 2021.

#### Summary

During 2021-22, progress continued on key university 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 2021-22.

#### 2022-23 Objective

**Objective:** By March 31, 2023, Memorial University will have completed priority deferred maintenance projects as per available funding, enhanced its infrastructure, and achieved operational efficiencies.

**Indicators:**

- Identified and implemented initiatives related to administrative and operational efficiencies as outlined in *Transforming Our Horizons*.
- Continued implementation of the recommendations of the infrastructure plan.
- Implemented administrative and operational efficiencies.
- Continued to monitor the status of the Facilities Condition Index and variance from previous year.

## Opportunities and Challenges

Memorial University continues to face significant challenges as it seeks to fulfill its mission. These include shifting enrolment trends, changing program demands, aging infrastructure and improving the overall experience and success of our students, as well as budgetary challenges.

During the 2021-22 year Memorial University continued to respond to the global COVID-19 pandemic, shifting to hybrid learning and operations for students, faculty, and staff, while maintaining health and safety protocols in alignment with public health recommendations. This required an institution-wide adjustment, with the development and implementation of complex system changes to support our strategic priorities. Despite these challenges, Memorial continues to assess the many opportunities that support progress towards its strategic goals. The university will continue to rethink, innovate, and adjust to meet the changing needs of today's students and the needs 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 the 2021-22 academic year Memorial University launched *Transforming Our Horizons*, our 2021-2026 strategic 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.

In addition to the strategic plan, Memorial's new approach to budget planning will provide important guidance to ensure that activities undertaken continue to be strategic and efficient. Overall, the university has been successful in achieving all of its stated objectives for 2021-22. 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, 2022.**



**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**

*Consolidated Financial Statements  
with Supplementary Schedules*

*March 31, 2022*

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND  
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FOR THE YEAR ENDED MARCH 31, 2022**

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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, 2022 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 independent auditor’s report. The Committee reports its findings to the Board for consideration when approving the financial statements.

The independent 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, 2022.



Steve Greene

Interim 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 consolidated financial statements of **Memorial University of Newfoundland** [the "University"] which comprise the consolidated statement of financial position as at March 31, 2022, 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 consolidated 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, 2022, 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  
July 7, 2022

*Ernst & Young LLP*

Chartered Professional Accountants



**CONSOLIDATED STATEMENT OF  
FINANCIAL POSITION**

As at March 31  
[thousands of dollars]

	<u>2022</u>	<u>2021</u>
<b>ASSETS</b>		
<b>Current</b>		
Cash	176,591	164,932
Short-term investments	35,822	49,192
Accounts receivable	72,836	69,304
Other current assets	9,017	8,566
<b>Total current assets</b>	<u>294,266</u>	<u>291,994</u>
Investments <i>[note 7]</i>	195,605	182,349
Assets under development <i>[note 9]</i>	57,506	361,235
Tangible capital assets <i>[note 8]</i>	638,955	333,687
<b>Total assets</b>	<u>1,186,332</u>	<u>1,169,265</u>
<b>LIABILITIES</b>		
<b>Current</b>		
Bank indebtedness <i>[note 6]</i>	1,435	3,032
Accounts payable and accrued liabilities	73,805	84,378
Deferred revenue	48,847	49,023
Deferred contributions - grants and donations <i>[note 11]</i>	116,318	106,708
Current portion of long term debt <i>[note 12]</i>	5,663	5,394
<b>Total current liabilities</b>	<u>246,068</u>	<u>248,535</u>
Long term debt <i>[note 12]</i>	226,787	225,446
Derivative liability <i>[note 6]</i>	39	157
Post-employment benefits <i>[note 13]</i>	278,027	272,440
Deferred capital contributions <i>[note 10]</i>	456,061	461,345
<b>Total liabilities</b>	<u>1,206,982</u>	<u>1,207,923</u>
<b>NET DEFICIENCY</b>		
Net assets externally restricted for endowments <i>[note 17]</i>	156,119	143,487
Unrestricted net deficiency	(196,591)	(203,092)
	<u>(40,472)</u>	<u>(59,605)</u>
Accumulated remeasurement gains	19,822	20,947
<b>Total net deficiency</b>	<u>(20,650)</u>	<u>(38,658)</u>
<b>Total liabilities and net deficiency</b>	<u>1,186,332</u>	<u>1,169,265</u>

*See accompanying notes  
Contingencies [note 14]*

On behalf of the Board:

*Cathy Duke*

Acting Chair of the Board of Regents

*Joe Junford*  
Chair of the Finance Committee

## CONSOLIDATED STATEMENT OF OPERATIONS

Year ended March 31  
[thousands of dollars]

	<u>2022</u>	<u>2021</u>
<b>REVENUE</b>		
Government grants	430,878	400,158
Student fees	94,541	80,430
Other income	51,723	40,261
Amortization of deferred capital contributions <i>[note 10]</i>	48,219	32,673
Investment income	14,613	9,704
Sales and services	11,294	4,913
	<u>651,268</u>	<u>568,139</u>
<b>EXPENSES</b>		
Salaries and employee benefits	415,514	402,959
Amortization of tangible capital assets <i>[note 8]</i>	46,377	35,153
Scholarships, bursaries and awards	41,787	37,737
Materials and supplies	35,539	20,630
Utilities	31,848	21,635
Externally contracted service	26,116	15,548
Repairs and maintenance	16,635	14,689
Other operating expenses	13,294	13,243
Professional fees	11,666	11,397
Equipment rentals	6,764	5,126
Post-employment benefits <i>[note 13]</i>	5,587	8,326
Travel and hosting	3,995	1,663
Interest expense	3,929	629
External cost recoveries	(21,372)	(17,430)
	<u>637,679</u>	<u>571,305</u>
<b>Excess of revenue over expenses (expenses over revenue)</b>	<u>13,589</u>	<u>(3,166)</u>

*See accompanying notes*

**CONSOLIDATED STATEMENT OF  
REMEASUREMENT GAINS AND LOSSES**

Year ended March 31  
[thousands of dollars]

	2022	2021
<b>Accumulated remeasurement gains (losses) at beginning of year</b>	<b>20,947</b>	(2,503)
Unrealized gains attributable to:		
Portfolio investments	<b>1,197</b>	23,152
Derivative liability <i>[note 6]</i>	<b>141</b>	311
Realized gains reclassified to consolidated statement of operations:		
Portfolio investments	<b>(98)</b>	(13)
Reallocation of realized gain to unrestricted net assets:		
Derivative liability	<b>(2,365)</b>	-
<b>Accumulated remeasurement gains at end of year</b>	<b>19,822</b>	20,947

*See accompanying notes*

**CONSOLIDATED STATEMENT OF CHANGES  
IN NET DEFICIENCY**

As at March 31  
[thousands of dollars]

	Net Assets		2022	2021
	Externally Restricted for Endowment Purposes [note 17]	Unrestricted Net Deficiency		
<b>Balance, beginning of year</b>	<b>143,487</b>	<b>(203,092)</b>	<b>(59,605)</b>	<b>(58,190)</b>
Excess of revenue over expenses (expenses over revenue)	<b>9,453</b>	<b>4,136</b>	<b>13,589</b>	<b>(3,166)</b>
Reallocation of remeasurement gain related to the derivative liability	-	<b>2,365</b>	<b>2,365</b>	-
Endowment contributions	<b>3,179</b>	-	<b>3,179</b>	<b>1,751</b>
<b>Balance, end of year</b>	<b>156,119</b>	<b>(196,591)</b>	<b>(40,472)</b>	<b>(59,605)</b>

*See accompanying notes*

## CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended March 31  
[thousands of dollars]

	2022	2021
<b>OPERATING ACTIVITIES</b>		
Excess of revenue over expenses (expenses over revenue)	13,589	(3,166)
Items not affecting cash:		
Amortization of tangible capital assets	46,377	35,153
Amortization of deferred capital contributions	(48,219)	(32,673)
Loss on disposal of tangible capital assets	282	86
Increase in post-employment benefits, net <i>[note 13]</i>	5,587	8,326
Change in non-cash working capital	(5,101)	57,097
<b>Cash (used in) provided by operating activities</b>	<b>12,515</b>	<b>64,823</b>
<b>CAPITAL ACTIVITIES</b>		
Tangible capital assets <i>[note 8]</i>	(32,794)	(17,959)
Assets under development <i>[note 9]</i>	(15,404)	(68,334)
Contributions received for capital purposes <i>[note 10]</i>	42,935	52,364
<b>Cash provided by (used in) capital activities</b>	<b>(5,263)</b>	<b>(33,929)</b>
<b>INVESTING ACTIVITIES</b>		
Decrease in short-term investments, net	13,370	20,203
Increase in portfolio investments	(12,155)	(6,948)
<b>Cash provided by investing activities</b>	<b>1,215</b>	<b>13,255</b>
<b>FINANCING ACTIVITIES</b>		
Decrease in bank indebtedness	(1,597)	(1,538)
Endowment contributions <i>[note 17]</i>	3,179	1,751
Principal repayment of long-term debt <i>[note 12]</i>	(5,390)	(3,275)
Increase in long-term debt <i>[note 12]</i>	7,000	27,717
<b>Cash provided by financing activities</b>	<b>3,192</b>	<b>24,655</b>
<b>Net change in cash during the year</b>	<b>11,659</b>	<b>68,804</b>
Cash, beginning of year	164,932	96,128
<b>Cash, end of year</b>	<b>176,591</b>	<b>164,932</b>

*See accompanying notes*

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2022

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### 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

In March 2020, the World Health Organization declared the spread of coronavirus (“COVID-19”) to constitute a global pandemic. This has resulted in governments worldwide enacting emergency measures to combat the spread of the virus including travel restrictions in and out of and within Canada, barring gathering of people and requirements to stay at home. These restrictions impacted the operations of the University and resulted in the closure of physical premises of all post-secondary institutions.

During fiscal 2022, the levels of on-campus activity began to return to normal, and campus services such as residences, food, and parking reopened. Staff returned to campus in July 2021. Subsequently, staff were sent home in December 2021 due to the Omicron outbreak, but returned to campus in February 2022.

The University’s budgets and forecasts have taken the expected impacts of the pandemic into account and management continues to manage the University’s liquidity to ensure that obligations are met as they become due. The University has access to sufficient liquid resources to support operations in the coming year. Given the outcome and timeframe to a recovery from the current pandemic is highly unpredictable, it is not practicable to estimate and disclose its financial effect on future operations at this time.

### 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

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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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 of goods 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.



## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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### 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 measureable 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 is 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

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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### **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 or 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.

### **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, 2022, 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 2021/22.

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 was exempt from this solvency funding provision to March 31, 2022. 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, 2021. The results of this valuation, and those of the December 31, 2020 valuation, have been extrapolated to March 31, 2022 and 2021, respectively, for financial statement reporting.

The extrapolation revealed that the going concern unfunded liability is \$100.3 million at March 31, 2022 based on current Plan provisions, PBA requirements and asset smoothing. Based upon market values, the unfunded liability would instead be \$11.8 million at March 31, 2022. 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, 2022, approximately 22.25 years are remaining in the amortization schedule. The indexing liability is amortized on a declining balance basis along with

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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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, 2021, actuarial valuation disclosed a going concern surplus of \$3 million and a solvency deficit of \$329.1 million. In accordance with the PBA, as long as the Plan has a solvency deficiency and is subject to solvency funding, going concern special payments established in prior years must be maintained. The University is required to make special payments to amortize previous unfunded liabilities over periods of not more than 15 years. The required going concern special payment for fiscal 2022/2023 is \$38.7 million [or 12.6% of pensionable payroll].

The Plan is being funded in accordance with the December 31 2021 actuarial valuation. The next actuarial valuation for funding is due no later than December 31, 2024 [i.e., within three years of the December 31, 2021, 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 of 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 expected average remaining service life of employees, which is 13 years.

The other 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, 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.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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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.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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### 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. FUTURE CHANGE IN ACCOUNTING POLICY

### PS 3280 – Asset Retirement Obligations

The new accounting standard provides guidance on the accounting and reporting for legal obligations associated with the retirement of tangible capital assets. While the impact of any changes on the University's consolidated financial statements is not reasonably determinable at this time, the University intends to implement the new standard, effective April 1, 2022, for the fiscal year 2022–23.

## 5. 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.

## 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 2022/23 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 \$0.075 million. The fair value of this interest rate swap is \$0.0001 million [2021 - \$0.003 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 \$1.36 million. The fair value of this interest rate swap is \$0.039 million [2021 - \$0.154 million].

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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**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]	2022				2021
	Level 1	Level 2	Level 3	Total	Total
Cash	176,591	-	-	176,591	164,932
Investments					
Publicly traded equities – CDN	46,508	-	-	46,508	41,961
Publicly traded equities – Global	57,396	-	-	57,396	53,477
Mortgages	-	6,748	-	6,748	6,619
Real Estate	-	-	33,181	33,181	27,128
Fixed income	-	51,772	-	51,772	53,164
Bank indebtedness	1,435	-	-	1,435	3,032
Derivative liability	-	-	39	39	157
<b>Total</b>	<b>281,930</b>	<b>58,520</b>	<b>33,220</b>	<b>373,670</b>	<b>350,470</b>

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
<b>2022</b>							
<b>Cost</b>							
Opening balance	546,062	183,031	28,172	6,059	8,349	185,570	957,243
Assets under development	319,133	-	-	-	-	-	319,133
Additions	13,937	11,887	378	-	32	6,560	32,794
Disposals	-	(1,455)	-	-	-	-	(1,455)
Closing balance	879,132	193,463	28,550	6,059	8,381	192,130	1,307,715
<b>Accumulated depreciation</b>							
Opening balance	299,796	129,221	22,581	4,386	7,327	160,245	623,556
Additions	32,944	6,641	1,185	334	209	5,064	46,377
Disposals	-	(1,173)	-	-	-	-	(1,173)
Closing balance	332,740	134,689	23,766	4,720	7,536	165,309	668,760
<b>Net book value</b>	<b>546,392</b>	<b>58,774</b>	<b>4,784</b>	<b>1,339</b>	<b>845</b>	<b>26,821</b>	<b>638,955</b>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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	<b>Buildings</b>	<b>Furniture and equipment</b>	<b>Computers</b>	<b>Software</b>	<b>Vehicles and vessels</b>	<b>Library collection</b>	<b>Total</b>
<b>2021</b>							
<b>Cost</b>							
Opening balance	513,191	175,091	28,013	5,812	8,043	179,310	909,460
Assets under development	30,292						30,292
Additions	2,579	8,408	159	247	306	6,260	17,959
Disposals	-	(468)	-	-	-	-	(468)
Closing balance	546,062	183,031	28,172	6,059	8,349	185,570	957,243
<b>Accumulated depreciation</b>							
Opening balance	278,484	122,758	21,204	4,127	6,920	155,292	588,785
Additions	21,312	6,845	1,377	259	407	4,953	35,153
Disposals	-	(382)	-	-	-	-	(382)
Closing balance	299,796	129,221	22,581	4,386	7,327	160,245	623,556
<b>Net book value</b>	246,266	53,810	5,591	1,673	1,022	25,325	333,687

**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]	<b>2022</b>	2021
<b>Project Description</b>		
Animal Resource Center	<b>38,523</b>	37,314
Holyrood Marine Base – The Launch	<b>16,192</b>	2,964
Engineering High Bay Labs	<b>1,466</b>	813
Science Building Redevelopment	<b>663</b>	645
Indigenous Center	<b>421</b>	350
Holyrood Marine Base Offsite Storage	<b>147</b>	16
Canada Games Infrastructure Upgrade	<b>91</b>	-
OSC Potable Water Corrections	<b>3</b>	-
Core Science Facility	-	317,233
Holyrood Research Facility	-	1,044
Holyrood Marine Base – Water Lot Development	-	757
Holyrood Research Facility Storage Facility	-	56
Bonne Bay Marine Station Studio	-	43
<b>Total</b>	<b>57,506</b>	361,235

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

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**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]	<b>2022</b>	2021
Balance, beginning of year	<b>461,345</b>	441,654
Additional contributions received	<b>42,935</b>	52,364
Less amounts amortized to revenue	<b>(48,219)</b>	(32,673)
Balance, end of year	<b>456,061</b>	461,345

**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]	<b>2022</b>	2021
Balance, beginning of year	<b>106,708</b>	88,508
Grants and donations received during the year	<b>91,274</b>	78,777
Less amounts recognized to revenue for expenses incurred during the year	<b>(81,664)</b>	(60,577)
Balance, end of year	<b>116,318</b>	106,708



**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

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**12. LONG-TERM DEBT**

[thousands of dollars]	<b>2022</b>	2021
Government of Newfoundland and Labrador, fixed rate term loan to fund the Core Science Facility, \$180,044 (which includes principal of \$175,000 plus accrued interest on instalments of \$5,044) at 2.72%, repayable in 30 equal, annual payments of \$8,799, maturing July 2050	<b>174,092</b>	178,087
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%, repayable at varying amounts over a 19 year period, maturing March 2038	<b>28,481</b>	28,987
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	<b>14,457</b>	14,853
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	<b>8,420</b>	8,913
Government of Newfoundland and Labrador, fixed rate term loan to fund the MI Holyrood Marine Base Facility, \$10,500 plus accrued interest at the CDOR rate, repayable in 30 equal, annual payments, beginning on December 1, 2022 or some other mutually agreed date, the interest rate will be set at the end of the loan instalment period by the lender equivalent to the lenders cost of borrowing	<b>7,000</b>	-
	<b>232,450</b>	230,840
Less: current portion	<b>5,663</b>	5,394
	<b>226,787</b>	225,446

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

2023	\$5,663
2024	\$7,357
2025	\$7,622
2026	\$7,898
2027	\$8,182

Interest paid on long-term debt for the year is \$3.9 million (2021 - \$0.6 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, 2021 and extrapolated to March 31, 2022 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

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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>2022</u>	<u>2021</u>
Discount rate:		
Liability	<b>4.00%</b>	3.65%
Expense	<b>3.65%</b>	3.40%
Average rate of compensation increase	<b>3.75%</b>	3.75%

The health care inflation rate is 6% per annum in the first year following the valuation date, reducing 0.1% per annum to an ultimate rate of 4% per annum. Dental rates are set at 4% per annum. 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>2022</u>	<u>2021</u>
Discount rate		
Liability	<b>3.60%</b>	2.70%
Expense	<b>2.70%</b>	2.60%

**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>2022</u>	<u>2021</u>
Discount rate		
Liability	<b>4.00%</b>	3.60%
Expense	<b>3.60%</b>	3.30%

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

[thousands of dollars]

	2022			
	Employee Future Benefits	VERIP	SRIP	Total Liability
Post-employment benefits	220,066	3,768	25,598	249,432
Unamortized actuarial gain	22,795	-	5,800	28,595
<b>Total liability</b>	<b>242,861</b>	<b>3,768</b>	<b>31,398</b>	<b>278,027</b>

[thousands of dollars]

	2021			
	Employee Future Benefits	VERIP	SRIP	Total Liability
Post-employment benefits	228,926	4,377	29,068	262,371
Unamortized actuarial loss	8,267	-	1,802	10,069
<b>Total liability</b>	<b>237,193</b>	<b>4,377</b>	<b>30,870</b>	<b>272,440</b>

[thousands of dollars]

	2022			
	Employee Future Benefits	VERIP	SRIP	Total Expense
Current year benefit costs	6,910	-	761	7,671
Interest on accrued benefit obligations	8,439	112	1,052	9,603
Benefit payments	(9,196)	(445)	(1,196)	(10,837)
Amortized actuarial losses	(485)	(276)	(89)	(850)
<b>Total expense</b>	<b>5,668</b>	<b>(609)</b>	<b>528</b>	<b>5,587</b>

[thousands of dollars]

	2021			
	Employee Future Benefits	VERIP	SRIP	Total Expense
Current year benefit costs	9,791	-	942	10,733
Interest on accrued benefit obligations	8,710	116	1,116	9,942
Benefit payments	(13,049)	(463)	(1,195)	(14,707)
Amortized actuarial losses	1,982	9	367	2,358
<b>Total expense</b>	<b>7,434</b>	<b>(338)</b>	<b>1,230</b>	<b>8,326</b>

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

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**14. CONTINGENCIES AND CONTRACTUAL OBLIGATIONS****(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, 2021, CURIE had a surplus of \$10.6 million and a cumulative subscribers' equity of \$105.8 million. The University's pro-rata share is approximately 3% on an ongoing basis.

**(b) Contractual Commitments**

Contractual obligations are to outside organizations for contracts entered into before March 31, 2022. These contractual obligations will become liabilities when the terms of the contracts are met.

	<u>2022</u>	<u>2021</u>
Capital projects	<b>10,405</b>	23,770
Energy savings	<b>451</b>	366
Total contractual obligations	<b><u>10,856</u></b>	<u>24,136</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 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]

2022 Foreign Currency Denominated Assets	Fair Values (CAD)	Impact of 1% Absolute Change in Exchange Rates on Net Assets
Global Equity	57,240	0.572

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

March 31, 2022

C-CORE is exposed to foreign currency risk on cash, accounts receivable, and accounts payable held in euros and U.S. dollars. C-CORE's Foreign Currency Hedging Policy provides guidelines to mitigate the risk of fluctuating exchange rates by locking in the price of future transactions on firm commitments with foreign exchange forward contracts. As at March 31, 2022, the following forward contracts were open for the exchange of euros for Canadian dollars.

Notional Amount CAD \$	Contract Deal Rate FX	Settlement Date	Mark to Market CAD\$
501	1.6200 €	April 29, 2022	73
431	1.3925 €	November 30, 2022	(3)
329	1.4045 €	May 31, 2022	4
251	1.6200 €	June 30, 2022	36
<b>Fair Value Asset</b>			<b>110</b>

**(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 2022 is \$3.0 million (2021 – \$2.3 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, 2022 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.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

March 31, 2022

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**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.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

March 31, 2022

**17. ENDOWMENTS**

As at March 31, 2022 the University has total restricted net assets for endowment purposes of \$156.119 million (2021 - \$143.487 million).

The endowed balance of \$105.294 million (2021 - 102.115 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 through 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 \$50.825 million (2021 - \$41.372 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>2022</u>	<u>2021</u>
Opening endowed balance	<b>102,115</b>	100,364
Endowed contributions	<b>3,179</b>	1,751
Closing endowed balance	<b>105,294</b>	102,115
Opening available for spending	<b>41,372</b>	18,205
Investment income	<b>13,487</b>	27,364
Unrestricted contributions	<b>425</b>	243
Interfund transfers	<b>2,634</b>	1,104
Expenditures	<b>(7,093)</b>	(5,544)
Closing available for spending	<b>50,825</b>	41,372
Net assets restricted for endowment purposes	<b>156,119</b>	143,487

*Unaudited Supplementary Information*

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**

*March 31, 2022*



**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 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 four main salary scales for administrative groups below the level of Vice-President, including; Senior Administrative Management [SAM] scale; the Leadership Group (LG) scale; the Management and Professional staff [MPS] scale; and unionized and non-unionized staff [Common] scale.

Compensation levels for administrative positions below the level of Vice President are determined based on consideration of the University’s job evaluation plans, AIKEN and Hay methodology. 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, 2022**

	<b>Salary Range (\$)</b>
President and Vice-Chancellor	484,000
Vice-Presidents:	
Provost (Academic) <i>[note 1]</i>	219,488 – 274,360
Administration & Finance	195,089 – 243,861
Indigenous	195,089 – 243,861
Advancement and External Relations	195,089 – 243,861
Research <i>[note 2]</i>	195,089 – 243,861
Grenfell Campus <i>[note 3]</i>	195,089 – 243,861
Marine Institute	195,089 – 243,861

Note 1: Actual salary is \$320,000 as per employment contract.

Note 2: Actual salary is \$270,000 as per employment contract.

Note 3: Actual salary is \$260,000 as per employment contract.

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**ACADEMIC SALARY RANGES**  
**MARCH 31, 2022**

	<b>Salary Range (\$)</b> <i>[note 1]</i>	<b>Actual Minimum and Maximum Salaries (\$)</b> <i>[note 2]</i>	<b>Number of Employees</b> <i>[note 3]</i>
Academic Executive: Vice-Provost <i>[note 4]</i> Deans of Faculties/Schools/Libraries Associate Vice-President <i>[note 5]</i>	<i>[note 6]</i>		<b>23</b> 1 15 7
Academic Management: Associate Deans of Faculties/Schools/Libraries Assistant Deans Department Heads <i>[note 7]</i>			<b>62</b> 27 5 30
Academic Staff: <i>[note 8]</i>	32,339 – 174,882	46,945 – 269,130	<b>1114</b>
Professors	112,764 – 174,882	114,906 – 269,130	239
Associate Professors	95,628 – 142,752	97,770 – 170,598	333
Assistant Professors	82,776 – 104,196	82,776 – 157,746	250
Lecturers <i>[note 9]</i>	65,640 – 82,776	72,066 – 153,462	55
Co-op Education Coordinators	63,496 – 112,762	86,793 – 117,978	25
Librarians	59,210 – 153,458	67,778 – 168,452	28
Instructors-Marine Institute <i>[note 10]</i>	32,339 – 170,532	46,945 – 142,110	184

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: The Vice-Provost, Equity, Diversity, Inclusion and Anti-Racism was appointed effective August 27, 2021.

Note 5: In the event an employee is an Associate Vice-President and Dean, they are counted as Associate Vice-President.

Note 6: 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 7: 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 8: Academic staff counts do not include individuals who may also hold an Academic Executive or Academic Management affiliation or solely stipendiary positions.

Note 9: Lecturers include 14 Visiting Professors paid on the lecturer scale.

Note 10: Marine Institute Instructor count includes Demonstrators, Technical Assistants, Scientists and Instructors.

**Schedule 1**  
**[Unaudited]**

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**ADMINISTRATIVE SALARY RANGES**  
**MARCH 31, 2022**

	<b>Salary Range (\$)</b>	<b>Actual Minimum and Maximum Salaries (\$)</b> <i>[note 1]</i>	<b>Number of Employees</b> <i>[note 2]</i>
Senior Administrative Management and Leadership Group			
Level 1 to 4 <i>[note 3]</i> and Grades 13 to 16 <i>[note 4]</i>	88,915 – 213,295	88,915 – 234,624	108
Management and Professional Staff <i>[note 5]</i>	51,611 – 97,497	51,611 – 124,879	609
Administrative Staff <i>[note 6]</i>	31,779 – 83,758	31,779 – 83,758	1590 <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 Senior Administrative Management scale, members in the Leadership Group (39 individuals as of March 31, 2022) 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.