



MEMORIAL  
UNIVERSITY

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

# ANNUAL REPORT

2007 – 2008

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Board of Regents

St. John's, NL Canada A1C 5S7  
Tel: 709 737 8281 Fax: 709 737 2344  
eleanorb@mun.ca [www.mun.ca](http://www.mun.ca)

Aug. 29, 2008

Honourable Joan Burke, M.H.A.  
Minister of Education  
Department of Education  
Confederation Building  
St. John's, NF  
A1B 4J6

Dear Minister Burke:

In accordance with the Board of Regents' responsibilities under the *Transparency and Accountability Act*, I present the 2007-08 annual report for Memorial University of Newfoundland.

The activities in this report coincide with initiatives outlined in the document *Memorial University of Newfoundland Strategic Plan, April 1, 2006 - March 31, 2008* that was tabled in the House of Assembly.

The main strategic issues include Learning Opportunities, Research, Strengthening Memorial's Connections in the Province and Facilities.

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

Sincerely yours,

A handwritten signature in blue ink, appearing to read "Gil Dalton", with a long horizontal flourish extending to the right.

Gil Dalton  
Chair of the Board of Regents

## INSTITUTIONAL OVERVIEW

Memorial University College was founded in 1925 as a living memorial to those who fought in World War I. It began with an initial enrollment of 55 students and a full-time teaching staff of six. In 1949 one of the first legislative acts of the newly formed provincial government was to give the college full university status.

Memorial University of Newfoundland moved to a new campus on Elizabeth Avenue in St. John's in 1961 and a period of rapid expansion followed. Sir Wilfred Grenfell College in Corner Brook was established in 1975 to meet the demand for university education on the west coast. In 1995 the Marine Institute in St. John's merged with Memorial University, bringing the total number of campuses in the province to three. Together these three campuses, along with the campus in Harlow, England, continue to educate and serve the people of this province.

In budget 2007-08, the provincial government announced plans to create more autonomy for Memorial's campus in Corner Brook, Sir Wilfred Grenfell College, by establishing it as a second university under a "Memorial University System" with its own executive, Senate and budget. Advisory and implementation committees worked throughout the year and continue to work to develop an implementation plan.

The table below provides detailed enrollment information for Fall 2007 by campus, level, gender and status. [NB: The Marine Institute also provided short-course industry training to almost 8,000 clients during the year.]

### Fall 2007

Campus	Undergraduate/Diploma			Graduate			Grand Total
	Female	Male	Total	Female	Male	Total	
St. John's	6949	4847	11796	1381	1128	2509	14305
Full-time	6352	4459	10811	845	765	1610	12421
Part-time	597	388	985	536	363	899	1884
SWGC	710	364	1074	0	0	0	1074
Full-time	679	336	1015	0	0	0	1015
Part-time	31	28	59	0	0	0	59
Marine Inst.	272	868	1140	9	8	17	1157
Full-time	181	627	808	5	2	7	815
Part-time	91	241	332	4	6	10	342
Distance	763	490	1253	0	0	0	1253
Full-time	109	57	166	0	0	0	166
Part-time	654	433	1087	0	0	0	1087
Nursing Schools	608	58	666	0	0	0	666
Full-time	586	56	642	0	0	0	642
Part-time	22	2	24	0	0	0	24
	<b>9302</b>	<b>6627</b>	<b>15929</b>	<b>1390</b>	<b>1136</b>	<b>2526</b>	<b>18455</b>

In 2007-08 Memorial employed just over 6,000 faculty and staff across its three campuses as shown in the table below:

**01-Apr-07**

Campus	Faculty		Staff			Total	Grand Total
	Female	Male	Total	Female	Male		
St. John's	<b>458</b>	<b>688</b>	<b>1146</b>	<b>2289</b>	<b>1952</b>	<b>4241</b>	<b>5387</b>
Full Time	439	670	1109	1412	1154	2566	3675
Part Time	19	18	37	877	798	1675	1712
SWGC	<b>38</b>	<b>77</b>	<b>115</b>	<b>124</b>	<b>83</b>	<b>207</b>	<b>322</b>
Full Time	38	77	115	103	58	161	276
Part Time	0	0	0	21	25	46	46
Marine Institute	<b>36</b>	<b>171</b>	<b>207</b>	<b>97</b>	<b>38</b>	<b>135</b>	<b>342</b>
Full Time	33	145	178	79	31	110	288
Part Time	3	26	29	18	7	25	54
<b>Totals</b>	<b>532</b>	<b>936</b>	<b>1468</b>	<b>2510</b>	<b>2073</b>	<b>4583</b>	<b>6051</b>

## MANDATE

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

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

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

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

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

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

- determining the degrees, including honorary degrees, diplomas and certificates of proficiency to be granted by the university and the persons to whom they shall be granted;
- determining the conditions of matriculation and entrance, the standing to be allowed students entering the university and all related matters;
- considering and determining all courses of study and all matters relating to courses of study ;  
regulating instruction and determining the methods and limits of instructions;
- preparing the calendar of the university for publication;
- exercising disciplinary jurisdiction with respect to students in attendance at the university by way of appeal of the faculty council.

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

Two other items are of note. Article 36 of the Act mandates that the university cannot incur liability or make an expenditure that exceeds one-quarter of one percent of its total annual operating revenue. Article 38 of the Act is intended to preserve the autonomy of the institution, stating that the university is not an agency of the Crown for the purpose of the *Auditor General Act* or any other purpose.

The university is also subject to the *Transparency and Accountability Act*, though there are clauses in that Act intended to protect the autonomy of the institution.

To undertake the changes contemplated for Sir Wilfred Grenfell College there will have to be amendments made to The Memorial University Act. Those amendments had not been finalized during the period of the 2007-08 annual report.

## LINES OF BUSINESS

Memorial is a very diverse institution that offers instruction and conducts research in a wide variety of disciplines. It also engages in a vast array of community service activities beyond its core mandate of teaching and research, including operation of the Memorial University Recreational Complex Inc. (The Works), the Botanical Garden, the Pepsi Centre in Corner Brook and the *Newfoundland Quarterly*, among others.

The university's four major lines of business are teaching, research and scholarly activity, community service and administration.

- A. Teaching – The university offers certificate, diploma, undergraduate and graduate programs at its major campuses in St. John's and Corner Brook and via distance education. It is solely responsible for the development and delivery of the curriculum required for these programs, for the evaluation of the students enrolled in them, for the academic policies that govern them and for the academic standards applied to them.
- B. Research and Scholarly Activity – Research and Scholarly Activity – All faculty members are expected to conduct research and engage in scholarly activity. Memorial has a number of research centres and institutes that are focused on such issues as cold ocean engineering, marine science and the social and economic issues that face the province.
- C. Community Service – Faculty members are expected to serve both the institution and the community in a variety of ways.

Internally, faculty members serve the institution primarily by serving on governing bodies such as Senate, or on committees which are the backbone of the collegial and consultative culture that exists in a university environment.

Externally, Memorial is focused on addressing the needs of the province. Entities such as the Leslie Harris Centre of Regional Policy and Development and the Genesis Group have strong community linkages. Faculty members lend their expertise to external committees and advisory boards and conduct applied research that is directly applicable to local problems that have been identified. Entities such as The Works, the Pepsi Centre and the Botanical Garden provide another form of service to the general public.

- D. Administration – Memorial's central administration includes registrar services, human resource management, finance, academic and administrative computing, facilities management, marketing and communications, student affairs, risk management/audit, alumni relations and development, and analysis and planning.

## CORE VALUES AND PRINCIPLES

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

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

## PRIMARY CLIENTS

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

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



## VISION

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

Memorial will continue to grow in many ways. There will be significant growth in the graduate student population along with relatively modest growth in undergraduate enrollment. The number of students from the rest of Canada will grow as will the international student population. There will be greater emphasis on experiential learning opportunities for students. The environment of all campuses will be enhanced by new and renewed infrastructure, positioning the university among the best in the world.

Research activity will grow and there will be much greater levels of co-operation and collaboration across disciplines, across campuses, and with other institutions. New areas of research specialization will emerge along with exciting new educational programs.

Sir Wilfred Grenfell College will experience significant growth in enrollment, driven by new high-demand programs, and will develop a stronger research mandate consistent with its strengths and the needs of the communities it serves. The Marine Institute will be well on its way to implementing its own strategic vision and be emerging as one of the world's foremost ocean institutes. The university will invigorate its relationships with traditional partners and develop new ones to help achieve strategic objectives.

## MISSION

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

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

**Measure:** Demonstrated excellence in higher education

**Indicators:**

- Enhanced programming
- Enhanced research profile
- Enhanced student supports to foster student success
- Enhanced facilities to accommodate anticipated growth

# OUTCOMES OF OBJECTIVES

## ISSUE 1: LEARNING OPPORTUNITIES

Memorial has an obligation to provide high quality education that fully develops students' potential to become active, engaged and productive members of their communities, the province and the world. Students are a central focus of this institution. Their success while attending the university and afterwards is a key measure of Memorial's success.

### OBJECTIVE 2007-08

**By March 31, 2008, Memorial University will have further increased and enhanced its students' learning opportunities.**

**Measure:** Enhanced learning opportunities for students

#### Indicators:

- Continued emphasis on enrolment management
- Increased course and program offerings
- Enhanced student learning experiences through extracurricular and experiential learning opportunities
- Continued demonstrated excellence in teaching
- Increased resources and support for student recruitment and retention

#### Indicator:

##### Continued emphasis on enrolment management

The provision of diverse learning opportunities is partly contingent on the critical mass of student enrolments. A larger, more diverse student body drives the development of new courses and programs. Similarly, program and course growth and diversity serve as an attractive force in student recruitment. As a consequence Memorial has targeted enrolment growth as a strategic goal.

In 2007-08, Memorial University continued its efforts in enrolment management in a variety of ways:

- On the undergraduate side, Memorial has seen significant increases in out-of province and international enrolment and is achieving its goal of becoming a more culturally diverse student body. Domestic enrollment did decline, as was anticipated.
- For Fall 2007 (compared to 2006), there was a decrease of 1.6 per cent in undergraduate enrolment (from 15,033 to 14,789) which, according to the Association of Atlantic Universities, was the smallest decline in the Atlantic Provinces.
- Canadian out-of-province and international enrolment continued to increase between 2006 and 2007 (Canadian from 1,904 to 2,081; international from 493 to 568), while NL enrolment declined (from 12,637 to 12,138).
- In graduate enrolment there was an increase of 1.3 per cent (from 2,272 to 2,302).

#### Indicator:

##### Increased course and program offerings

In 2007-08, Memorial continued to grow its program offerings and courses and made them available to a broad and diverse cross-section of students.

- Memorial's Marine Institute made changes to the Bachelor of Maritime Studies to enable more professional fish harvesters to avail of the program. This past year the university's Senate approved a

change to broaden the degree's admission requirements to include applicants who hold a Fishing Master Class I credential. The new requirement opens the bachelor program beyond those with an accredited or Transport Canada approved diploma of technology in the marine fields to members of the Canadian fishing industry. The new regulations reflect the Marine Institute's goal to provide continuing education opportunities for maritime and technology professionals at the undergraduate and graduate levels. The program consists of 39 credit hours and can be completed on a full- or part-time basis. Students attend classes on-campus and through internet-based distance delivery. Full-time students complete the program in one academic year.

- Sir Wilfred Grenfell College commenced offering a new degree in resource management. The bachelor of resource management, which was approved by Memorial's Senate this year, offers a major in sustainable resource management. Other majors are currently being considered for further development. The degree prepares students to undertake the management of renewable and non-renewable resources such as water, forests and oil and gas. Students investigate whether society is using resources responsibly, and are positioned to become leaders in this developing field. Graduates are prepared for a wide variety of careers including resource management in the public service or private industry, environmental policy development, ecological restoration and domestic and international governmental and non-governmental organizations.
- A partnership between the Faculty of Engineering and Applied Science in St. John's and Sir Wilfred Grenfell College in Corner Brook has resulted in the offering of the full first year of engineering courses at Grenfell. Program planning was completed in 2007-08 with program start in the 2008 fall semester. Traditionally, engineering students completed one year of general courses at Grenfell before transferring to St. John's to complete the degree. The Faculty of Engineering and Applied Science redesigned the program and introduced engineering-specific courses at the first-year level. In addition to the leadership from Engineering and Grenfell, officials at College of the North Atlantic (CNA) participated in discussions around this new programming initiative and offered to play a role where necessary, including the provision of its facilities as required for some of the technical engineering lab courses. Memorial's academic advisors brought the news of the new program to provincial high schools to help students with the selection of these and other courses.
- The Department of Women's Studies now offers a major in Women's Studies. The proposal for the major, approved by the university's Senate in February, was largely the result of the collective efforts of the Undergraduate Studies Advisory Committee and Women's Studies Council members in the new Department of Women's Studies, with support from the dean of arts. There has been a Women's Studies minor offered at Memorial University since 1983 and to date there have been over 370 students who have graduated with declared minors in Women's Studies.
- Matters considered and approved by the university's academic governing body, the Senate, including new academic offerings and activities:
  - o **September**
    - Ph.D. Program in Theoretical Physics
    - Code of Academic Integrity
    - Memorandum of Understanding Between Atlantic Canadian Universities and Community Colleges for the Encouragement of Transfer Agreements
    - Proposal for a Centre of Excellence in Occupational Health and Safety

- Ad hoc Committee of Senate to make Recommendations to Senate on the future Structure, Composition, Duties and Powers and all related matters concerning the Senate(s) of Memorial University of Newfoundland

o **October**

- School of Graduate Studies, Policy on Intellectual Property

o **November**

- Interdisciplinary Ph.D. Program

o **December**

- School of Social Work - major redesign of program

o **January**

- School of Nursing New Transition Degree Program: Bachelor of Nursing (Post-RN) Nurse Practitioner Primary Health Care Option

o **February**

- Master of Business Administration (Executive Option in Petroleum)

**Indicator:**

**Enhanced student learning experiences through extracurricular and experiential learning opportunities**

In 2007-08, Memorial's students excelled in activities that enhanced their academic experiences and brought significant positive attention to the university and to the quality of its programs. Extracurricular activities that enhanced student's learning experiences were supported and promoted by the university resulting in the following successes:

- For the third consecutive year, ACE Memorial (now called Students in Free Enterprise (SIFE) Memorial) earned "the most enterprising campus in Canada" title and the opportunity to represent Canada in the Students in Free Enterprise (SIFE) World Cup. Twenty-six business students represented Memorial in three different competitions, the SIFE Competition, the HSBC SIFE Financial Education Challenge and the TD SIFE Entrepreneurship Challenge. The teams were judged by top Canadian CEOs on the impact their projects have had on their communities in the past year. In both the SIFE Competition and the HSBC SIFE Financial Education Challenge, the teams won top honours. Memorial University was also recognized at the national competition with the Most Supportive Campus Administration Award. The student group will represent Canada in the SIFE World Cup in Singapore in October 2008.
- The Memorial Sea-Hawks repeated as Atlantic University Sports (AUS) women's basketball champions, their seventh AUS title since 2002. The team travelled to the national championships and finished seventh in the country.
- An energetic Memorial University arts student, born in a war-torn country on the other side of the world, became the newest Rhodes Scholar for Newfoundland and Labrador. Remzi Cej is originally from Kosovo. He's completing a joint honours degree in French and German Studies at Memorial's St. John's campus. He immigrated to this province with his family in 2000 to escape the violence and destruction that plagued his country. As this province's 100th nominee for the Rhodes Scholar, Mr. Cej plans to complete a bachelor of arts degree at the prestigious Oxford University, focusing on international humanitarian law.

**Indicator:****Continued demonstrated excellence in teaching**

In 2007-08, Memorial's emphasis on exceptional teaching continued. Important and continuing new research on teaching was undertaken. As a result, several outstanding professors received prestigious provincial, national and international awards.

- New research is seeking students' opinions on what makes effective teaching. The study, entitled "Students' Perceptions of Effective Teaching in Higher Education", commenced this year. It is being undertaken by Drs. Jerome Delaney, Trudi Johnson, and Dennis Treslan, members of the Faculty of Education, and Albert Johnson, senior instructional designer with Memorial's Distance Education and Learning Technologies (DELT). The research involves students studying both on-campus and at a distance via the web.
- Dr. T. A. Loeffler, School of Human Kinetics and Recreation, was one of just 10 Canadians to receive 3M National Teaching Fellowships for 2008. The fellowships celebrate and reward excellence in teaching and educational leadership at the post-secondary level. They are a partnership between 3M and the Society for Teaching and Learning in Higher Education. The annual award, the only one of its kind in Canada, is given to individuals who demonstrate an exceptionally high degree of leadership and commitment to the improvement of university teaching across the country. This is the eighth time that faculty of Memorial have been honoured with this award. The other recipients were: Dr. Geoffrey Rayner-Canham, Grenfell College, Chemistry, in 2007, Dr. Georg Gunther, Grenfell College, Mathematics, in 2005, Dr. Andrea Rose, Education, in 2004, Dr. Alex Faseruk, Business, in 2003, Professor Shane O'Dea, English, in 2002, Dr. Michael Collins, Biology, in 1998 and Dr. Penny Hansen, Medicine, in 1990.
- The 1990 3M winner, Dr. Penny Hansen, received another international award in 2008. A professor of physiology in the Faculty of Medicine, she was selected as the recipient of the 16th-annual Arthur C. Guyton Physiology Educator of the Year Award. The award from the American Physiological Society was presented by the Federation of American Societies for Experimental Biology. This award recognizes excellence in classroom teaching, commitment to the improvement of physiology teaching, and contributions to physiology education at the local community, national or international levels.
- The 2007 3M winner also received another accolade this year. Dr. Geoff Rayner-Canham, professor of chemistry and environmental science at Sir Wilfred Grenfell College, was the 2008 recipient of the Chemical Institute of Canada Award for Chemical Education. One award is given each year by the institute to the individual judged to be the most outstanding educator in chemistry or chemical education at a post-secondary institution in Canada. The primary focus of the award is on contributions to teaching and influence on students.
- Dr. Donna Moralejo, Nursing, received the Award for Excellence in Nursing Education from the Association of Registered Nurses of Newfoundland and Labrador (ARNNL). Dr. Moralejo has been a faculty member at Memorial's School of Nursing since 1990. She is also the recipient of an award of merit from the Canadian Community and Hospital Infection Control Association for her role in developing the association's entry to practice distance education program.
- Memorial linguistics professor Dr. Vit Bubenik was elected to the Royal Society of Canada, the highest honour that can be attained by scholars, artists and scientists in Canada. Also known as the Academies of Arts, Humanities and Sciences of Canada, the RSC was founded in 1882 to honour scholars of exemplary achievement. The RSC refers to him as "a master of several Humanities disciplines: Classics, Indology, Slavic, Semitic, Medieval Studies, Comparative and Historical Linguistics, who has added a new dimension to such studies."
- Dr. James Rourke, dean, Faculty of Medicine, received one of the highest awards given by the College of Family Physicians of Canada (CFPC) the 2007 W. Victor Johnson Award which is presented annually

to someone whose vision, contributions and leadership in the discipline and practice of family medicine are exemplary.

- A respected author, historian and professor *emeritus* from the Department of English Language and Literature was honoured in October with one of this country's highest awards. Dr. Patrick O'Flaherty, who retired in 1995 after a stellar 30-year career at Memorial, was presented the Order of Canada. He was recognized as an important contributor to this province's heritage, culture and education sectors. During his tenure at Memorial, Dr. O'Flaherty helped introduced courses on Newfoundland literature and was co-founder and editor of the journal *Newfoundland and Labrador Studies*.
- The Intergovernmental Panel on Climate Change (IPCC) and Al Gore were awarded the Nobel Peace Prize this year. Dr. George Rose, a professor and head of fisheries conservation with the Fisheries and Marine Institute of Memorial, was one of the 2,500 scientists of the IPCC. Dr. Rose was a contributing author for chapter 15, "Polar Regions (Arctic and Antarctic)" of the IPCC report entitled, *Climate Change 2007: Impacts, Adaptation and Vulnerability*.

#### Indicator:

#### Increased research, resources and support for student recruitment and retention

In 2007-08, Memorial University undertook a number of initiatives to enhance student recruitment and retention successes provincially, nationally and internationally and research is showing that these initiatives are starting to pay off.

- The extension of MCP coverage to international students has given the Province of Newfoundland and Labrador a distinct advantage in attracting international students over several other provinces and territories. The findings were made by Sylvia Reitmanova, a PhD student in the Division of Community Health and Humanities at Memorial. Ms. Reitmanova's article in the March 2008 edition of the journal *Policy Options* maintains about 85,000 international students in the above-mentioned Canadian provinces and territories legal entitlement to Medicare benefits is an important factor in the universities they choose.
- Memorial's new respectful workplace policy was launched this year which supports acceptance, tolerance, diversity, respect and dignity. These concepts are encouraged as campus-wide policy and practice.
- New funding resources include a new scholarship for business students which builds links with Ireland and honours the memory of prominent St. John's businessman Craig Dobbin. The Craig Dobbin Memorial Scholarship for master of business studies at the Waterford Institute is a \$12,500 annual scholarship that will allow a Memorial business graduate to study at the Waterford Institute of Technology in Ireland. After the first year the scholarship will be awarded to a student at the Waterford Institute to participate in the Memorial MBA program. The scholarship will be awarded on an annual rotating basis.

## STRATEGIC PLAN 2006-08

### STRATEGIC ISSUE 1: LEARNING OPPORTUNITIES

**Goal 1: By March 31, 2008, Memorial University will have increased and enhanced its students' learning opportunities.**

**Measure:** Increased and enhanced learning opportunities

**Indicators:**

- Increased course offerings
- Expanded and new academic programs

In the period covered by the Strategic Plan 2006-08, Memorial University significantly increased and enhanced its course offerings and academic programs. The following is a list of new course offerings and academic program enhancements and expansions during the reporting period:

- Bachelor of Resource Management (SWGC)
- PhD Program in Theoretical Physics
- Interdisciplinary PhD Program
- Master of Business Administration (Executive Option in Petroleum)
- Faculty of Arts - Police Studies Major Program
- School of Social Work - major redesign of program
- Proposal for a Centre of Excellence in Occupational Health and Safety
- School of Nursing New Transition Degree Program: Bachelor of Nursing (Post-RN) Nurse Practitioner Primary Health Care Option
- Faculty of Engineering and Applied Science - Major Program in Process Engineering
- Master of Public Health
- Major and Master of Women's Studies
- Distance Education annual course registrants surpassed 15,000.
- New on-line courses developed in Arts; Education - Bachelor of Post-Secondary Education; Engineering – Master of Engineering Management; and Human Kinetics and Recreation - Master of Physical Education.
- New graduate programs in Arts and Business.

For additional detail with respect to the achievement of this goal, readers are encouraged to reference the preceding objective section as well as the corresponding objective section from the Memorial University Annual Report 2006-07.

**ISSUE TWO: RESEARCH**

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

## Objective 2007-08:

**By March 31, 2008, Memorial University will have further improved research capability.**

**Measure:** Improved research capability

### Indicators:

- Enhanced research of global significance
- Enhanced research in line with provincial priorities
- Continued external funding support from federal agencies

### Indicator:

#### Enhanced research of global significance

In 2007-08, Memorial University undertook enhanced research that had significant global impact.

- Genetic disease research is a priority at Memorial which means our researchers are not only solving medical mysteries — they're saving lives. In February 2008 a team of researchers from several disciplines at Memorial announced that they had found the arrhythmogenic right ventricular cardiomyopathy (ARVC) gene, a gene that causes sudden heart stoppage. People carrying the gene can now be identified using a molecular test and implanted with a fast-acting defibrillator. Men in families affected by ARVC, which is highly prevalent in Newfoundland and Labrador, often die at a young age. Clinical information collected from affected families indicates that only half of male carriers survived to 41 years of age. The interdisciplinary research team in cardiac genetics from Memorial University is led by Drs. Terri-Lynn Young, molecular geneticist; Patrick Parfrey, clinical epidemiologist; and Sean Connors, cardiologist.
- Dr. Luc Beaulieu, Physics, is the winner of the 2008 Petro-Canada Young Innovator Award. He is collaborating with Dr. Ken Hirasawa from the Faculty of Medicine on research that is improving the methods of detecting influenza viruses. They are the only researchers in the world using a nanotechnology sensor to detect airborne flu viruses. They are detecting the virus using cantilever sensors that are as wide as a human hair, and are working on methods to measure how much of it is present. This research could yield an air monitoring system that functions in buildings around the world. If cantilever sensors can be installed into continuous air monitoring systems it could have a significant impact on the health care system by reducing the current economical burden caused by the influenza virus globally.
- The builders of the Chicago Spire came to Memorial's Marine Institute and its Centre for Marine Simulation (CMS) to conduct wind testing. The CMS remodeled its ship bridge simulator to replicate a luxury condo, complete with wine and crystal chandeliers. Wind testing was undertaken to see how living on the 140th floor would feel in the middle of a Chicago windstorm. For the first time ever, marine simulation technology was applied to a land-based structural test, and builders were able to feel how the building would move long before the concrete set. Motioneering Incorporation/RWDI Group, a company specializing in the design, development and monitoring of motion solutions for a wide range of structural applications undertook the testing for its client, the Chicago Spire. The successful project was a major departure for CMS, which is well known for its simulation-based training and applied research services in ship navigation, marine engineering and ship communications.

### Indicator:

#### Enhanced research in line with provincial priorities



In 2007-08, Memorial and its researchers continued their efforts to explore problems and develop new knowledge that addresses issues of specific relevance to Newfoundland and Labrador.

- Dr. Wendy Young, was appointed Memorial University's newest Canada Research Chair, and is researching the determinants of healthy aging as well as the optimization of care for common age-related chronic diseases such as chronic respiratory diseases, cancer, diabetes, cardiac disease, Alzheimer's disease, Parkinson's disease, stroke, atherosclerosis, and osteoarthritis. Healthy aging is defined by the World Health Organization as the process of optimizing opportunities for health, participation and security in order to enhance quality of life as people age.
- A dramatic increase in obesity rates in Newfoundland and Labrador and in Canada – particularly among young adults – has prompted a team of Memorial researchers to look at new ways to trigger weight loss. Armed with funding from the Newfoundland and Labrador Centre for Applied Health Research, the team from the School of Human Kinetics and Recreation, led by Dr. Fabien Basset, analyzed whether or not hypoxia can increase basal metabolic rate, an indirect measurement of total energy expenditure at rest, and possibly lead to weight loss. It is part of a pilot study directed at understanding the complex issue of obesity. Dr. Basset and his team – which included master's student Chad Workman and undergraduate student Jessica Rideout – set out to examine whether the same effect of hypoxia could be triggered in sedentary males. To test their theory, they recruited 11 young men between the ages of 19 and 25 with a body mass index of 25. All but one was considered moderately overweight and unfit. The researchers used a piece of equipment that allowed high altitude – 4,000 metres above sea level – to be simulated. Their research continues.
- The consequences of globalization, youth out-migration, resource depletion, habitat degradation and governance issues are just some of the challenges that face many coastal communities. A new alliance of researchers at Memorial is undertaking an innovative program of community-based research that supports regional efforts to devise and implement a recovery strategy for fish stocks and fishing communities on the west coast of Newfoundland. The Community-University Research for Recovery Alliance (CURRA) is spearheaded by Dr. Barbara Neis, Department of Sociology, and includes faculty from St. John's and from Sir Wilfred Grenfell College. It is housed at Memorial's Bonne Bay Marine Station. Research teams led by researchers and community partners have commenced examining the relationship between globalization and local communities including associated threats and opportunities. Since youth out-migration poses a serious challenge to the future of fishery communities, the research is examining employment options, work quality and occupational health issues for young workers. The work is also promoting dialogue between local youth and those who have left to work elsewhere. As part of the project, a photographic essay is documenting the cultural significance of fish plants to fishery communities and helping to initiate discussions about alternative uses for these important industrial structures. A play capturing the central themes of the project is being mounted by Theatre Newfoundland Labrador, and community radio broadcasts, educational programming for youth and harvesters, as well as an interactive website are being used to promote community engagement with the project and with the Bonne Bay Marine Station. Another component of the alliance is identifying alternative governance approaches appropriate to achieving recovery in the context of globalization and resource degradation. The project is one of 13 that have been awarded up to \$1 million each by the Social Sciences and Humanities Research Council (SSHRC), under its Community-University Research Alliances (CURA) program.
- Research undertaken by Dr. James Feehan, Economics, and Dr. Melvin Baker, Office of the President, published in the *Dalhousie Law Journal* examines the renewal clause for the controversial Churchill Falls contract. It suggests that questions regarding business ethics and law could be raised. Titled, *The Origins of a Coming Crisis: Renewal of the Churchill Falls Contract*, the paper is the first systematic investigation of this clause in the 39-year history of the infamous agreement. The current contract allows for automatic renewal at the 2016 expiry date for a future 25-year period. The authors contend

that the pre-set price during this renewal period is extraordinarily low, to the point where it is “barely distinguishable from being free” and that the gap between received revenue and the wholesale value of electricity could amount to “billions of dollars per year” for each of the 25 years of the renewal period. The main contribution of the paper is to explain the dramatic change in the renewal clause from its initial form, which provided for negotiation and mutual agreement on the terms of renewal, to one that requires that practically all the power be sold to Hydro-Quebec at a price that would have been considered extraordinary low even in 1968.

### Highlight:

- Every large scale research project at Memorial University has to have a social component. Dr. Jon Lien, Psychology, was a leader in blending research with Newfoundland and Labrador society’s needs. Now retired, Dr. Lien received a national conservation award this year. As founder of the Whale Research Group at Memorial, he was one of three recipients of the Canadian Environment Awards in the Community Awards category. Dr. Lien is one of the best known Memorial University researchers in the province, especially in rural Newfoundland. He rescued more than 1,000 whales from fishing nets over the past 30 years — primarily vulnerable humpbacks. He was also named to the Order of Canada.

### Indicator:

#### Continued external funding support from federal agencies

In 2007-08, Memorial researchers continued their successful experience in securing federal funding for important research projects.

- A number of Memorial researchers received funding under the Atlantic Innovation Fund (AIF) in 2007-08:
  - Dr. Stephen Butt, Faculty of Engineering and Applied Science, received \$1.8 million over five years to develop new drilling processes for the oil industry called Vibration-Assisted Rotary Drilling. The total project will cost \$3.4 million.
  - Dr. Patrick Parfrey, Faculty of Medicine, is heading an interdisciplinary team in human genetics to develop a system of research into both inherited and complex genetic diseases in Newfoundland and Labrador. With a total estimated cost of about \$22.6 million, the entitled Population-Based Genetic Research Project, will receive up to \$3 million from AIF over five years with the first installment in 2007-08.
  - Dr. Siu O’Young, Faculty of Engineering and Applied Science, is leading the Remote Aerial Vehicle for Environmental Monitoring (RAVEN II) project. Dr. O’Young is leading a team working with Provincial Aerospace Limited to develop collision avoidance systems for small unmanned aerial vehicles. With a total estimated cost of approximately \$5 million, this project will receive up to \$3 million over four years. The first installment was received in 2007-08.
  - Four other AIF-funded projects involve alumni of Memorial University, companies that were incubated at the university’s Genesis Centre or companies involved in co-operative partnerships with Memorial. They include:
    - Intelligent Enterprise Knowledge Network, headed by Faculty of Engineering and Applied Science alum Emad Rizkalla, and its Bluedrop Performance Learning received \$2.5 million over four years to develop new software application for online learning tailored for the manufacturing sector. This project has a total cost of \$4.2 million.
    - Chitin Research - Quinlan Brothers Limited will conduct research and development into the processing of chitin and chiosan, which are natural derivatives of shrimp and crab-shell waste. With a total estimated cost of approximately \$6.5 million, this project will receive up to \$2.4

million over three years. Memorial's Marine Institute is involved in this research.

- Software Defined Acoustics and Development of an Underwater Vehicle – Marport Deep Sea Technologies will develop sophisticated sonar devices for use with unmanned underwater vehicles. This project is receiving up to \$2.2 million of the total \$5.3 million cost. The Faculty of Engineering was involved in this research.
- Radio Frequency Identification Reader – Cathexis Innovations Inc., which was founded by four students from the Faculty of Engineering and Applied Science and incubated at Memorial's Genesis Centre, will work with Microsoft Corporation to continue the research and development of its IDBlue technology, the world's first Bluetooth-enabled mobile Radio Frequency Identification reader. This project, with a cost of \$4.6 million, will receive up to \$2.7 million over three years.

## STRATEGIC PLAN 2006-08

### STRATEGIC ISSUE 2: RESEARCH

#### **Goal 2: By March 31, 2008, Memorial University will have improved research capability.**

**Measure:** Improved research capability

In the period covered by the Strategic Plan 2006-08, Memorial University significantly grew its research capacity, increasing the level of research funding secured from provincial, federal and private sources and expanding its research scope globally while maintaining interest in topics of specific relevance to Newfoundland and Labrador. Some examples include:

#### **Indicators:**

- **Enhanced research in line with provincial needs**
  - Memorial's research program topped \$90 million during this period, a record for the university. All of that funding represents new money in the provincial economy and is used for employing researchers, graduate students, for equipment, supplies and overhead.
  - Researchers at Memorial received funding in the millions from the provincial government's Industrial Research and Innovation Fund. The provincial investment leveraged more than 5:1 in funding from federal and private sector sources.
  - The university developed of a Code of Academic Integrity to ensure the veracity of research activity and findings.
- **Increased external research funding**
  - Newfoundland and Labrador-led projects being supported under the Atlantic Innovation Fund during this period and beyond are valued at approximately \$54.5 million. Proponents are expected to leverage an additional \$35.7 million in private and public sector sources from this announcement. Since 2006, ACOA has invested nearly \$57.9 million under AIF in provincial projects valued at \$141.5 million.
  - Memorial University researchers received \$2.3 million from the Canada Foundation for Innovation through its Leaders Opportunity Fund for new equipment.

- **Increased research findings/results of local, national and international significance**
  - Several new Canada Research Chairs (CRCs) were established in strategic sectors in Medicine, Engineering, Marine Institute, School of Nursing.
  - The Canadian Foundation for Innovation (CFI) Research Hospital Fund proposal with a focus on human population genetics advanced with total funding of \$29 million, including \$18 million from the Government of Newfoundland and Labrador.
  - \$5 million was received from the Natural Sciences and Engineering Research Council of Canada (NSERC) Strategic Network to establish Canadian Healthy Ocean Network (CHONE).
- **Enhanced research capacity at the Marine Institute and in oceans sciences**
  - MI secures new vessel for oceans sciences research and training.

For additional detail with respect to the achievement of this goal, readers are encouraged to reference the preceding objective section as well as the corresponding objective section from the Memorial University Annual Report 2006-07.

## ISSUE 3: STRENGTHENING OUR CONNECTIONS IN THE PROVINCE

Memorial University plays a major role in the development of this province.

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

### OBJECTIVE 2007-08:

**By March 31, 2008, Memorial University will have further improved rural connections and educational collaborations.**

**Measure:** Enhanced rural activities/connections, enhanced educational collaborations

**Indicators:**

- Expanded interactions between senior university officials and rural community leaders
- Enhanced resources for study related to provincial issues
- Enhanced outreach
- Increased collaborations with other educational institutions and specialized training

**Indicator:**

**Expanded interactions between senior university officials and rural community leaders**

In 2007-08, the university's president and senior officials continued to travel the province bringing a message about the services and activities of Memorial to rural community leaders.

- Additional areas and communities visited and where members of the Senior Executive Committee gave major presentations on Memorial or met with community leaders included: Bonavista, Catalina, Port Union, Baie Verte, Corner Brook, Stephenville, Grand Falls-Windsor, Happy Valley-Goose Bay and Labrador City.

**Indicator:****Enhanced resources for study related to provincial issues**

In 2007-08, Memorial continued to enhance the resources directed towards issues and topics of specific relevance to Newfoundland and Labrador.

- One of the most active research centres at Memorial, the Centre for the Study of Music, Media, and Place (MMap), officially opened its new home in January 2008 in a high profile launch that included special lectures, tours, demonstrations, workshops and performances. The centre, which was established in 2003, moved from a small suite of offices in the annex of the St. John's Arts and Culture Centre to part of the space of the former Art Gallery of Newfoundland and Labrador. The move was made possible through a \$250,000 grant from both the federal and provincial governments. The MMap now includes production stations, a library, a meeting room, offices and a performance area. The new space provides research resources and production tools for faculty, staff, graduate students in ethnomusicology and community researchers. The new performance space has been useful for several of the traditional music ensembles from the province's diverse communities.
- A team from the Queen Elizabeth II Library at Memorial has digitized more than 80,000 objects from the library's extensive collection. The materials, ranging from audio and video files to historic maps and books, are now at the fingertips of researchers from around the world. A new and interactive website – known as the Digital Archives Initiative (DAI) – was launched in February 2008. The new site allows researchers, scholars, students and the general public from across the province and around the world to view materials – some of which are hundreds of years old and very delicate – housed in Memorial's archives and library collections without visiting the university. The interactive site includes collections from the Queen Elizabeth II Library, the Centre for Newfoundland Studies, the Archives and Manuscripts Division, the Maritime History Archive, the Faculty of Medicine Founders' Archive and the Department of Folklore, among others.
- Researchers from the Faculty of Engineering and Applied Science in partnership with petroleum engineers from the Newfoundland and Labrador Refining Corporation are investigating a new mixture of gasoline that would essentially eliminate gas sniffing. The study, entitled *The Technical Feasibility of Opal Gas Applications in Labrador*, involves Drs Kelly Hawboldt, Andy Fisher and Faisal Khan, Memorial University's Genesis Group and community leaders, with funding from Memorial's Leslie Harris Centre of Regional Policy and Development. The team is looking at potential modifications of an existing gas, called Opal. Opal has only five per cent aromatics compared to 25 per cent in regular unleaded gas so sniffing Opal fuel doesn't lead to intoxication. Opal gas was developed by British Petroleum Australia as a response to a gasoline sniffing problem in remote communities in that country. However, the characteristics of a fuel suitable for cold temperatures in northern Canada are very different from those required in Australia. Researchers are expected to present their findings in the fall of 2008. Further testing and finding a refinery to produce the gasoline will follow with a hope that the fuel can be introduced by 2011.
- Researchers at the Marine Institute's Offshore Safety and Survival Centre (OSSC), in partnership with the National Research Council (NRC) and the School of Human Kinetics are examining ways to improve life raft safety for those who travel on the ocean. Jim Boone of the OSSC, along with his fellow collaborators on the project, Rob Brown, OSSC, Lawrence Mak, NRC, and Dr. Fabien Basset, School of Human Kinetics, volunteered to be human subjects in the study in September 2007. They spent hours at a time in a 16-person life raft in the National Research Council Canada Institute for Ocean Technology's (NRC-IOT) ice tank and tow tank. Cold environmental conditions were simulated and the subjects were studied wearing both wet and dry clothing. The 2.5-year, \$1.7 million project is

sponsored by Transport Canada and the National Search and Rescue Secretariat New Initiative Fund. The purpose of this study is to provide reliable, objective knowledge about the performance of life rafts as it relates to heat loss with a goal to identify areas of improvement and increase survival time.

- The Leslie Harris Centre of Regional Policy and Development continued to refine a new on-line searchable database in 2007-08 listing the resources of the university available to communities and select issues which could be addressed using university resources. The launch of this exciting new community resource is expected in the fall 2008.
- Dr. Keith Chaulk became the new director of Memorial University's Labrador Institute. Based in Happy Valley-Goose Bay, Dr. Chaulk is facilitating research in and about Labrador, as well as access by Labradorians to the university's education, research and professional development opportunities. The director is guided by an advisory board representing the various regions and peoples of Labrador.

#### Indicator:

#### Enhanced outreach

In 2007-08, Memorial continued its efforts to reach out to communities province-wide through a variety of initiatives, including:

- Continued development of forums for rural community interactions initiated by the Leslie Harris Centre of Regional Policy and Development which included:
  - Launch of Knowledge Impact in Society initiative designed as a bridge between the university and community leaders on common issues.
  - Conferences and Workshops, including:
    - Community Prosperity forum, Corner Brook
    - Atlantic Provinces Transportation Forum, St. John's
    - Energy From the Edge: Opportunities for Co-operation From the North Atlantic Rim, Shetland Islands
    - Climate Change and Renewable Resources in Labrador, Northwest River
  - Four regional workshops were held; one each in Eastern, Western and Central Newfoundland and one in Labrador
  - Public Policy Forums were held, including the John Kenneth Galbraith Lecture in Public Policy, which this year featured the Prime Minister of Iceland, Geir Haarde, whose topic was "Small Country, Big Results: The Case of Iceland" which explored how his country became a global success story.
  - Memorial Presents, a series of speakers and panel discussions was hosted in various regions.
- Memorial and the Johnson Geo Centre signed a management agreement plan for a five-year, renewable term. Dr. Alice Collins, dean of Memorial's Faculty of Education, was named the new chair of the Johnson Geo Centre, while Dr. Paul Johnson, founder of the centre and honorary degree recipient, serves as vice-chair.
- Sir Wilfred Grenfell College, in partnership with the Gaelic Arts Agency (the national development agency for the Scottish Gaelic Arts), brought An Leabhar Mòr, The Great Book of Gaelic to Corner

Brook as the first stop on its North American tour. This touring exhibition of contemporary art brings together the work of more than 200 poets, visual artists and calligraphers from Ireland and Scotland for exhibition at Sir Wilfred Grenfell College Art Gallery. The Great Book of Gaelic exhibition explores the shared mythology, languages, music traditions and history of Scotland and Ireland.

**Indicator:**

**Increased collaborations with other educational institutions and specialized training**

In 2007-08, Memorial University increased its collaborations with other educational institutions and increased its specialized training through a number of initiatives, including:

- Continuation of the apprenticeship training initiative within the university's Department of Facilities Management. Memorial and College of the North Atlantic accepted skilled-trades apprentices under the new program of the provincial government.
- The Marine Institute, in partnership with the FFAW and the Professional Fish Harvesters Certification Board, continued to provide marine emergency training to thousands of fish harvesters in over 100 communities across the province. The MED A1 course is designed for fish harvesters and mariners operating more than 20 miles from shore and includes classroom demonstrations and practical in-water exercises.

**STRATEGIC PLAN 2006-08**

**STRATEGIC ISSUE 3: STRENGTHENING OUR CONNECTIONS IN THE PROVINCE**

**Goal 3: By March 31, 2008, Memorial University will have strengthened its connections with rural areas and collaboration within the educational system.**

**Measure:** Enhanced rural activities/connections, enhanced educational collaborations

In the period covered by the Strategic Plan 2006-08, Memorial University continued to reach out to Newfoundland and Labrador, especially rural areas, to develop fruitful partnerships with other educational institutions and with communities and to make available the university and its experts and resources with a view to addressing the province's challenges and opportunities. Among the activities undertaken:

**Indicators:**

- **Expanded interactions between senior university officials and rural community leaders**
  - Memorial's president and members of the senior executive undertook visits to communities in every region of the province. The purpose was to inform community leaders about the various services and opportunities available from Memorial and to seek guidance and suggestion from community leaders in terms of the university's future involvement in their regions.
- **Increased activities in rural areas by university agencies**
- **Enhance number of faculty involved in studies related to provincial challenges**
  - Memorial's Harris Centre continued its highly acclaimed series of community workshops in rural Newfoundland and Labrador on topics of specific relevance to community leaders. The Harris Centre

facilitated the two-way flow of information and data from Memorial to communities and from communities to the university, linking communities with expertise throughout Memorial.

- Memorial placed greater emphasis on the Labrador Institute to guide the university's involvement in that important region and further North, with new facilities and a new executive director appointment.
- The Marine Institute continued to provide training and research services throughout rural areas of the province. Bringing safety training directly to communities and providing specialized training in facilities in Stephenville and Foxtrap. The MI continues to be the most significant conduit to rural Newfoundland and Labrador for the university's expertise and services.
- **Increased collaborations with other educational institutions and specialized training**
  - Memorandum of Understanding between Atlantic Canadian Universities and Community Colleges for the Encouragement of Transfer Agreements.
  - The university continues to expand on articulation agreements with College of the North Atlantic building on the highly successful first- and second-year university offerings at several CNA campuses throughout rural Newfoundland and Labrador.

For additional detail with respect to the achievement of this goal, readers are encouraged to reference the preceding objective section as well as the corresponding objective section from the Memorial University Annual Report 2006-07.

## ISSUE FOUR: FACILITIES

For Memorial to remain competitive nationally and internationally it requires modern facilities and equipment. Many of the buildings on its campuses are more than 30 years old and in need of revitalization. In recent years, government has made very significant commitments that have allowed the university to address issues of deferred maintenance. New infrastructure is also being developed to ensure that the university is able to meet its objectives.

### Objective 2007-08

**By March 31, 2008, Memorial University will have enhanced and improved its facilities.**

Measure: Enhanced and improved facilities

#### Indicators:

- **Enhanced facilities**
- **Enhanced initiatives in sustainability and environmental stewardship**

#### Indicator:

##### Enhanced facilities

In 2007-08, Memorial continued efforts to develop new facilities and refurbish and rehabilitate older areas of its campuses through the following initiatives:



- New student gathering space was made operational this year. The new area in the University Centre opened in October 2007. It is being used for student activities such as seminars and events and as an overflow area for the food court during lunch hours. The adaptable room can be transformed into several areas. It also includes wireless internet and audio/visual capabilities and a small stage for performances.
- Work continued on issues relating to the maintenance of the older facilities at Memorial including environmental remediation, roofing, window replacement and facilities refurbishing on a priority basis.
- Residences in Paton College and Burton's Pond Apartments were renovated and refurbished.
- Plans are underway for development of a new academic building at Grenfell College in Corner Brook

#### Indicator:

#### Enhanced initiatives in sustainability and environmental stewardship

In 2007-08, Memorial led a number of initiatives designed to lessen its carbon footprint, including:

- A project to renovate eight buildings to improve energy performance at a cost of \$14 million continued with partner Honeywell Inc. The project is self-financing and will result in greenhouse gas reductions equivalent to removing 1,050 automobiles from our highways. When completed, this project is projected to result in annual savings to the university exceeding \$2.2 million (this figure will escalate commensurate with any future increases in the cost of energy).
- Memorial's Project Green launched a new project to promote the use of pedal bikes instead of motorized vehicles on the St. John's campus as part of a new concept called BikeShare. MUN Project Green is working in partnership with the Sierra Club – Atlantic Canada Chapter. Students, staff and faculty can borrow well-maintained bikes which have been donated to use for as little as a week or as long as a semester. Membership is \$15, part of which is returned at the end of the semester. Participants also have the option of volunteering three hours with Project Green instead of paying the fee. BikeShare provides the university community with an affordable, environmentally friendly, healthy, and fun alternative to fossil fuel-based transportation.
- Other green initiatives launched this past year include an Idle Free Campaign aimed at educating motorists coming onto the St. John's campus about idle free zones and a Lug-a-Mug campaign to encourage students, faculty and staff to minimize the use of disposable cups.

## STRATEGIC PLAN 2006-08

### STRATEGIC ISSUE 4: FACILITIES

#### Goal 4: By March 31, 2008, Memorial University will have enhanced and improved its facilities

##### Measure:

##### Enhanced and improved facilities

In the period covered by the Strategic Plan 2006-08, Memorial University developed an infrastructure plan designed to address the need for new facilities and the ongoing requirement for renewal of older facilities. At its foundation, the plan recognizes that significant improvements to infrastructure are a necessary prerequisite if the university is to meet its strategic targets in enrolment and research growth. Some of the

activities undertaken in the period included:

**Indicators:**

- **Enhanced efforts to address deferred maintenance**
  - Deferred maintenance, rehabilitation and renovation of older facilities took place throughout the university to enhance campus life.
- **Improved plan to address priority issues**
  - New residences were planned and older residences in both St. John's and Corner Brook were refurbished.
  - Academic facilities in Corner Brook were expanded.
  - Planned for a capital campaign that will involve significant public and private support.
  - Sustainability initiatives were implemented to place Memorial University on a better footing environmentally.

For additional detail with respect to the achievement of this goal, readers are encouraged to reference the preceding objective section as well as the corresponding objective section from the Memorial University Annual Report 2006-07.

## CONCLUSION

Memorial University has been working with comprehensive plans for almost two decades and submitting annual reports for much longer.

The President's Report 2007-08 goes into much greater detail on the general initiatives reported in this document and on many other activities of the university. Readers can find that report and many other relevant documents, including the annual Memorial University Fact Book, the annual Research Report, annual audited financial statements, strategic planning documents, including the Five Pillars 2007-2012 and much more information on the Memorial University website ([www.mun.ca](http://www.mun.ca)). In addition to these reports and plans, the Memorial University Strategic Plan 2008-11, which was tabled in the House of Assembly this year to meet the university's obligations under the province's Transparency and Accountability Act, provides a further guide to the university's work over the next three years.

Memorial is open and transparent with its constituents, accountable to its funders, and responsible for its actions. In the spirit of transparency and accountability, the university will continue to operate in a manner that allows open communication about its activities, progress towards stated goals and objectives and use of resources. The financial statements of Memorial University for 2007-08 are appended to this report.

Consolidated Financial Statements

**Memorial University of Newfoundland**

March 31, 2008

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND  
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FOR THE YEAR ENDED MARCH 31, 2008**

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## AUDITORS' REPORT

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To the Board of Regents of  
**Memorial University of Newfoundland**

We have audited the consolidated statement of financial position of **Memorial University of Newfoundland** (the "University") as at March 31, 2008 and the consolidated statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the University's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the University as at March 31, 2008 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

The financial statements as at March 31, 2007 and for the year then ended were audited by other auditors who expressed an opinion without reservation on those statements in their report dated June 12, 2007.

St. John's, Canada,  
June 18, 2008.

*Ernst + Young LLP*

Chartered Accountants

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**Memorial University of Newfoundland**
**CONSOLIDATED STATEMENT OF  
FINANCIAL POSITION**


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As at March 31  
(in thousands of dollars)

	<b>2008</b>	<b>2007</b>
	\$	\$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents	65,694	49,360
Accounts receivable	41,965	47,586
Accrued interest receivable	2,134	1,397
Inventory and prepaid expense	6,191	9,164
<b>Total current assets</b>	<b>115,984</b>	<b>107,507</b>
Long-term receivable	3,074	3,074
Investments [note 6]	64,419	57,452
Capital assets [note 4]	168,989	160,280
	<b>352,466</b>	<b>328,313</b>
<b>LIABILITIES, DEFERRED CONTRIBUTIONS AND NET ASSETS</b>		
<b>Current</b>		
Bank indebtedness [note 8]	5,075	5,541
Accounts payable and accrued liabilities	20,280	16,519
Deferred revenue	19,566	10,385
Current portion of employee future benefits [note 11]	10,371	9,901
Current portion of long-term debt [note 7]	763	1,003
<b>Total current liabilities</b>	<b>56,055</b>	<b>43,349</b>
Long-term debt [note 7]	1,036	451
Employee future benefits [note 11]	99,564	89,837
<b>Total liabilities</b>	<b>156,655</b>	<b>133,637</b>
Deferred contributions [note 5]	202,323	204,533
<b>Net assets (deficiency)</b>		
Net assets restricted for endowment purposes	60,002	56,186
Net assets invested in capital assets	8,630	-1,413
Unrestricted net assets	-75,144	-64,630
<b>Net total deficiency</b>	<b>-6,512</b>	<b>-9,857</b>
	<b>352,466</b>	<b>328,313</b>

See accompanying notes to consolidated financial statements  
Contingencies [note 10]

On behalf of the Board:

Signed

Signed

Chair of the Board of Regents

Chair of the Finance Committee



## Memorial University of Newfoundland

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**CONSOLIDATED STATEMENT OF OPERATIONS**


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Year ended March 31  
(in thousands of dollars)

	2008	2007
	\$	\$
<b>REVENUE</b>		
Government grants	284,792	263,624
Student fees	54,190	54,157
Other revenue	32,039	26,089
Amortization of deferred capital contributions	20,801	21,521
Sales and services	16,361	15,972
Investment income <i>[note 6]</i>	2,899	5,946
	<u>411,082</u>	<u>387,309</u>
<b>EXPENSES</b>		
Salaries	217,802	201,824
Employee benefits	37,765	34,972
Materials and supplies	31,968	29,743
Utilities	22,162	19,371
Amortization	20,926	21,333
Scholarships, bursaries and awards	19,813	17,707
Other operating expenses	17,345	11,957
Repairs and maintenance	15,842	14,954
Travel and hosting	14,188	13,580
Externally contracted service	13,367	13,402
Professional fees	12,801	11,975
Employee future benefits	10,393	11,256
Equipment rentals	2,249	2,318
External cost recoveries	-17,516	-15,546
	<u>419,105</u>	<u>388,846</u>
<b>Excess of expenses over revenue</b>	<u>-8,023</u>	<u>-1,537</u>

*See accompanying notes to consolidated financial statements*

## Memorial University of Newfoundland

## Consolidated Statement of Changes in Net Assets

As at March 31

	Invested in Capital Assets \$	Restricted for Endowment Purposes \$	Unrestricted \$	2008 \$	2007 \$
(thousands of dollars)					
<b>Balance, beginning of year</b>	-1,413	56,186	-64,630	-9,857	-12,241
Cumulative unrealized gain on investments due to adoption of new accounting policy [note 3]	—	—	6,950	6,950	—
Adjusted opening balances	-1,413	56,186	-57,680	-2,907	-12,241
Excess of (expenses over revenue) revenue over expenses	-125	-602	-7,296	-8,023	-1,537
Endowment contributions	—	4,418	—	4,418	3,921
Increase (decrease) in invested in capital assets	10,168	—	-10,168	—	—
<b>Balance, end of year</b>	<b>8,630</b>	<b>60,002</b>	<b>-75,144</b>	<b>-6,512</b>	<b>-9,857</b>

See accompanying notes to consolidated financial statements



## Memorial University of Newfoundland

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**CONSOLIDATED STATEMENT OF CASH FLOWS**


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Year ended March 31  
(in thousands of dollars)

	2008	2007
	\$	\$
<b>OPERATING ACTIVITIES</b>		
Excess of expenses over revenue	-8,023	-1,537
Items not involving cash:		
Amortization of capital assets	20,926	21,333
Net (decrease) increase in deferred contributions related to expenses of future periods	-796	8,965
Increase in long-term portion of employee future benefits	9,727	10,470
Increase in current portion of employee future benefits	470	511
Amortization of deferred capital contributions	-20,801	-21,521
Loss on disposal of capital assets	208	129
Unrealized loss on investments	3,605	—
Change in non-cash working capital	20,799	-10,772
<b>Cash provided by operating activities</b>	<b>26,115</b>	<b>7,578</b>
<b>INVESTING ACTIVITIES</b>		
Capital assets acquired	-29,843	-24,657
Decrease in short-term investments	—	9,905
Reduction in long-term receivable	—	449
Increase in investments	-3,622	-8,753
<b>Cash used in investing activities</b>	<b>-33,465</b>	<b>-23,056</b>
<b>FINANCING ACTIVITIES</b>		
Decrease in bank indebtedness	-466	-462
Endowment contributions	4,418	3,921
Addition to deferred capital contributions	19,387	25,728
Increase (decrease) in long-term debt	345	-697
<b>Cash provided by financing activities</b>	<b>23,684</b>	<b>28,490</b>
<b>Net increase in cash during the year</b>	<b>16,334</b>	<b>13,012</b>
Cash and cash equivalents, beginning of year	49,360	36,348
<b>Cash and cash equivalents, end of year</b>	<b>65,694</b>	<b>49,360</b>

*See accompanying notes to consolidated financial statements*

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**Memorial University of Newfoundland**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

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March 31, 2008  
(thousands of dollars)

**1. AUTHORITY AND PURPOSE**

Memorial University of Newfoundland (the “University”) is a corporation operating under the authority of the Memorial University Act. 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 not-for-profit entity, governed by a Board of Regents, the majority of whom are appointed by the Province of Newfoundland and Labrador. The University is a registered charity under the Income Tax Act and, accordingly, is exempt from income taxes, provided certain requirements of the Income Tax Act are met.

**2. SIGNIFICANT ACCOUNTING POLICIES**

**General**

These consolidated financial statements have been prepared in accordance with Canadian generally accepted accounting principles (“GAAP”). The significant accounting principles are summarized as follows:

**Use of estimates**

The preparation of financial statements in conformity with Canadian GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from those estimates. Estimates are reviewed periodically, and as adjustments become necessary, they are reported in earnings in the period in which they become known.

**Consolidated statements**

These financial statements have been prepared on a consolidated basis, reporting the operations and financial position of the University and the following related not-for-profit organizations:

**C-CORE**

The Canadian Centre for Marine Communications (“CCMC”)

The Canadian Centre for Fisheries Innovation (“CCFI”)

Genesis Group Inc.

The Memorial University of Newfoundland Botanical Garden Incorporated

Memorial University Recreation Complex (“MURC”)

Western Sports and Entertainment Inc.

Campus Childcare Inc.



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**Memorial University of Newfoundland**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

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March 31, 2008  
(thousands of dollars)

Newfoundland Quarterly Foundation  
Edutech Services Inc.

**Cash equivalents**

Cash equivalents consist primarily of cash, treasury bills and bankers' acceptances. Investments with original maturities less than three months past year-end are classified as cash equivalents.

**Revenue recognition**

The University follows the deferral method of accounting for contributions, which include donations and government grants. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Contributions externally restricted for purposes other than endowment are deferred and recognized as revenue in the year in which related expenses are recognized. Contributions of capital assets are recorded at fair market value at the date of the contribution and deferred and amortized to operations on the same basis as the related asset. Endowment contributions are recognized as direct increases in the net assets in the year in which they are received. Revenues from contracts, sales and student fees are recognized when the goods or services are provided and collection is reasonably assured.

**Contributed services**

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 costs that would otherwise be associated with these contributed services are not recognized in these consolidated financial statements.

**Capital assets**

Purchased capital assets are recorded at cost. Donated capital assets are recorded at fair value at the date of acquisition. Repairs and maintenance expenditures are charged to expense. Betterments which extend the estimated life of an asset are capitalized.

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



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**Memorial University of Newfoundland**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

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March 31, 2008  
(thousands of dollars)

Capital assets are amortized using the following rates. One-half year's amortization is taken in the year of acquisition and no amortization in the year of disposal.

Buildings	8% declining balance
Furniture and equipment	20% declining balance
Computers	30% declining balance
Banner finance	20% declining balance
Vehicles	30% declining balance
Library collection	10 years straight-line

**Employee future benefits**

**Pension costs and obligations**

The employees of the University participate in a defined benefit pension plan administered under the Memorial University Pensions Act with any deficiencies being funded by the Province of Newfoundland and Labrador. Payments to the pension plan consist of contributions from employees and contributions from the University as prescribed in the Pension Benefits Act (1997) ("PAB"). In addition, where the plan experiences a solvency deficiency, the employer is required to contribute an amount sufficient to liquidate the deficiency within 5 years of the solvency valuation date. The University's contributions to the Pension Plan are recorded as an expenditure in the consolidated statement of operations.

The most recent actuarial valuation prepared by Eckler Partners Ltd. disclosed a solvency deficiency of \$158,991 and a going concern deficiency of \$117,235 at March 31, 2008. Under the PBA, a going concern deficiency must be funded over a period of not more than 15 years while a solvency deficiency is to be funded over a maximum 5 year period.

The going concern deficiency of \$117,235 includes \$61,887 in respect of past service costs related to the introduction of indexing in 2004. This indexing liability is being financed under a special PBA provision through both employee and employer contributions over a remaining period of 36.25 years. In accordance with the PBA, the balance of the going concern, namely \$55,348, must be liquidated over a period of not more than 15 years. The first annual payment in respect of this balance is \$4,300 and is required to be made during the 2008/09 fiscal year.

At present, the University has an exemption under the PBA from making payments relating to the solvency deficiency. This exemption expires December 31, 2010.



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**Memorial University of Newfoundland**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

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March 31, 2008  
(thousands of dollars)

**Other post-employment benefits**

The University accrues its obligations for employee benefit plans. The employee future benefits earned by employees are actuarially determined using the projected benefit method pro-rated on service and administration's best estimate of salary escalation, retirement ages of employees and escalation in covered benefit expense outlays.

The University recognizes the cost of the Supplemental Retirement Income Plan ("SRIP"), the Voluntary Early Retirement Income Plan ("VERIP") and the cost of future employee benefits which include severance, accrued vacation, group life insurance and health care benefits.

**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 to these liabilities.

**3. CHANGES IN ACCOUNTING POLICY**

On April 1, 2007, the University adopted the Canadian Institute of Chartered Accountants' ("CICA") revised standards on recognition and measurement and presentation of financial instruments. The standards are titled 3855: Financial Instruments – Recognition and Measurement and CICA 3861: Financial Instruments – Disclosure and Presentation. The changes in the accounting policies were applied retroactively without restatement in accordance with Canadian GAAP.

Upon adoption, the University has elected to review contracts for embedded derivatives subsequent to the elected transition date of January 1, 2003 in accordance with Section 3855. Under the new standards, financial assets and financial liabilities are initially recognized at fair value and their subsequent measurement is dependent on their classification. Their classification depends on the purpose for which the financial instruments were acquired or issued, their characteristics and the University's designation of such instruments. The standards require that all financial assets be classified either as held-for-trading ("HFT"), available-for-sale ("AFS"), held-to-maturity ("HTM"), or loans and receivables and all financial liabilities to be classified as either HFT or other liabilities ("OL"). Subsequent to initial recognition, the standards require that all financial assets and financial liabilities be measured at fair value with the exception of loans and receivables, securities classified as HTM, liabilities classified as OL, and AFS financial assets that do not have quoted market prices in an active market. These are measured at amortized cost using the effective interest method ("EIM").

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**Memorial University of Newfoundland**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

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March 31, 2008  
(thousands of dollars)

**Classification of financial instruments**

The University has designated its financial instruments as shown in the following table. Subsequent to fair value recognition on April 1, 2007, the financial instruments will be measured as follows based on their classification.

<b>Asset/Liability</b>	<b>Classification</b>	<b>Measurement</b>
Cash and cash equivalents	Held for trading	Fair value
Investments	Held for trading	Fair value
Accrued interest receivable	Loans and receivables	Amortized cost using EIM
Accounts receivable	Loans and receivables	Amortized cost using EIM
Long-term receivable	Loans and receivables	Amortized cost using EIM
Accounts payable and accrued liabilities	Other financial liabilities	Amortized cost using EIM
Bank indebtedness	Other financial liabilities	Amortized cost using EIM
Long-term debt	Other financial liabilities	Amortized cost using EIM

**Held-for-trading**

HFT financial assets are financial assets typically acquired for resale prior to maturity. They are measured at fair value at the balance sheet date. Interest earned, interest accrued, gains and losses realized on disposal and unrealized gains and losses from market fluctuations are included in the consolidated statement of operations.

**Loans and receivables**

Loans and receivables are accounted for at amortized cost using EIM.

**Other liabilities**

Other liabilities are recorded at amortized cost and include all liabilities and long-term debt.

**Investments**

On April 1, 2007, the University re-measured all HFT investments as required by the transitional provisions of CICA 3855 and since the carrying value was lower than the fair value, investments were increased by \$6,950. Under the new rules, the University will continue to re-measure



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**Memorial University of Newfoundland**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

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March 31, 2008  
(thousands of dollars)

investments at fair value at each reporting period. Changes in fair value of the investments will result in adjustments directly to the consolidated statement of operations.

**Embedded derivatives**

In accordance with Section 3855, the University conducted a search for embedded derivatives in its contractual arrangements dated or modified subsequent to January 1, 2003. When certain conditions are met, an embedded derivative is separated from the host contract and accounted for separately as a derivative on the consolidated balance sheet at fair value. Because there are no embedded derivatives at this time, this rule has no impact on the consolidated financial statements of the University.

**Net result of adopting financial instruments standard**

The net adjustment was a \$3,345 increase to net assets consisting of a \$6,950 increase in opening net deficiency offset by an unrealized loss in the consolidated statement of operations of \$3,605 for the year ended March 31, 2008.

Section 3861, Financial Instruments – Disclosure and Presentation, replaced CICA Section 3860, which had the same title. The Section establishes standards for the presentation of financial instruments and non-financial derivatives and identifies all related information that should be disclosed.

**4. CAPITAL ASSETS**

	<b>2008</b>		<b>2007</b>	
	<b>Cost</b>	<b>Accumulated depreciation</b>	<b>Net book value</b>	<b>Net book value</b>
	\$	\$	\$	\$
Buildings	205,833	114,105	91,728	85,079
Furniture and equipment	75,122	37,301	37,821	35,659
Computers	28,197	21,097	7,100	6,792
Banner finance	1,722	1,214	508	635
Vehicles	3,015	1,714	1,301	839
Library collection	118,924	88,393	30,531	31,276
	<b>432,813</b>	<b>263,824</b>	<b>168,989</b>	<b>160,280</b>



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Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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March 31, 2008  
(thousands of dollars)

Capital assets include certain assets under capital lease with a net book value of \$2.876 million (2007 – \$2.415 million).

**5. DEFERRED CONTRIBUTIONS**

**Expenses of future periods**

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

	2008 \$	2007 \$
Balance, beginning of year	49,834	40,869
Grants and donations received during the year	45,229	57,731
Expenses incurred during the year	-46,025	-48,766
	<u>49,038</u>	<u>49,834</u>

**Capital assets**

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

	2008 \$	2007 \$
Balance, beginning of year	154,699	150,492
Additional contributions received	19,387	25,728
Less amounts amortized to revenue	-20,801	-21,521
	<u>153,285</u>	<u>154,699</u>



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Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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March 31, 2008  
(thousands of dollars)

**Total deferred contributions**

	2008 \$	2007 \$
Expenses of future periods	49,038	49,834
Capital assets	153,285	154,699
	<u>202,323</u>	<u>204,533</u>

**6. INVESTMENTS**

	2008 \$		2007 \$	
	Cost	Fair Value	Cost	Fair Value
Fixed income	32,496	33,264	30,125	31,468
Equities	28,577	31,155	27,327	32,934
	<u>61,073</u>	<u>64,419</u>	<u>57,452</u>	<u>64,402</u>

	2008 \$	2007 \$
Investment income	7,613	6,491
Unrealized loss on investments	-3,605	—
Related expenses	-1,109	-545
	<u>2,899</u>	<u>5,946</u>

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**Memorial University of Newfoundland**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

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March 31, 2008  
(thousands of dollars)

**7. LONG-TERM DEBT**

	<b>2008</b>	<b>2007</b>
	<b>\$</b>	<b>\$</b>
RBC Royal Bank, fixed term demand loan, 5.19% interest, repayable in 9 equal annual, blended payments of \$121, maturing in April 2012, unsecured	<b>524</b>	613
CMHC mortgage on Queen's College, 5.875% interest, repayable in 50 equal, blended payments of \$29 semi-annually, maturing in June 2019, secured	<b>451</b>	482
Capital leases negotiated through the Royal Bank, interest rates vary, payable in equal annual instalments, secured by assets under lease	<b>824</b>	359
	<b>1,799</b>	1,454
Less current portion	<b>763</b>	1,003
	<b>1,036</b>	451

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

	<b>\$</b>
2009	763
2010	345
2011	333
2012	44
2013	44

**8. 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 a capital project. The project involved the construction of a new residence complex for Sir Wilfred Grenfell College. Currently the Sir Wilfred Grenfell College Residence debt has been negotiated using bankers' acceptances which mature during 2008. Management expects to refinance this loan through bankers' acceptances for the balance of the term of the loan.



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**Memorial University of Newfoundland**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

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March 31, 2008  
(thousands of dollars)

**9. MEMORIAL UNIVERSITY ACT**

In accordance with the Memorial University Act, the University is normally prohibited from recording a deficit on their financial statements. 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 million in 1996 and an additional \$10 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 any other post-employment benefits.

**10. CONTINGENCIES**

**(a) Reciprocal exchange of insurance risks**

The University, in association with fifty-six Canadian universities, participates in a reciprocal exchange ("CURIE") of insurance risks. The self-insurance cooperative involves a contractual agreement to share the insurance property and liability risks of member universities for a term of not less than five years.

The projected cost of claims will be funded through members' premiums based on actuarial projections. As of December 31, 2007, CURIE has a surplus of \$64 thousand, of which the University's prorata share is approximately 3% on an ongoing basis. In addition, the reciprocal has obtained \$645 million re-insurance with commercial insurers to cover major property claims in excess of \$5 million per occurrence.

In respect of general liability, the limit is \$5 million per occurrence. Re-insurance for liability coverage in the amount of \$20 million in excess of a \$5 million per occurrence retention is in place.

In respect of errors and omissions liability policy, the limit is \$5 million per occurrence. Re-insurance for errors and omissions was purchased through a combined excess program with general liability in the amount of \$20 million.

As the originating insurers, CURIE has a contingent liability in the event that a re-insurer is unable to meet its obligations. In this respect, all re-insurance is placed with insurers registered in Canada and subject to supervision by the Office of the Superintendent of Financial Institutions Canada.

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**Memorial University of Newfoundland**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

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March 31, 2008  
(thousands of dollars)

In the event that premiums are not sufficient to cover claims settlements, the member universities would be subject to an assessment in proportion to their participation.

**(b) Class action lawsuit**

In 2007, a class action lawsuit was filed on behalf of all former employees of the University who retired or terminated employment on or before December 31, 1992 and were entitled to receive post-retirement life, health and dental group insurance benefits. The lawsuit alleges that this group of retirees were entitled to receive these insurance benefits for life, at no cost to the group of retirees. Presently, a decision is pending from the court as to whether this matter should be certified as a class action suit. The University continues to defend its position and the potential exposure to this claim is indeterminable at the present time.

**11. EMPLOYEE FUTURE BENEFITS**

The University has a number of defined benefit and defined contribution plans providing 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 a severance payment, to certain employee groups, upon termination, retirement or death, provided they meet certain eligibility criteria.

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.

In February and May 1996, the University offered faculty and staff, who reached the 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 being funded from operations.

The significant actuarial assumptions used in measuring the University's accrued benefit obligation under each plan are as follows:

**Employee future benefits**

Include a discount rate of 5.6% and an average rate of compensation increase of 4.5%.



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Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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March 31, 2008  
(thousands of dollars)

**Supplemental retirement income plan (SRIP)**

Include a discount rate of 5.6% and an average compensation increase of 4.5%.

**Voluntary early retirement income plan (VERIP)**

Include a discount rate of 5.6%.

	SRIP		VERIP		Other benefits	
	2008	2007	2008	2007	2008	2007
	\$	\$	\$	\$	\$	\$
<b>Accrued benefit obligation</b>						
Balance, beginning of year	<b>3,698</b>	3,691	<b>5,455</b>	5,726	<b>81,351</b>	70,672
Current service cost	<b>122</b>	129	—	—	<b>3,393</b>	3,112
Interest cost	<b>259</b>	258	<b>437</b>	435	<b>4,257</b>	4,061
Benefits paid	<b>-238</b>	-204	<b>-595</b>	-587	<b>-2,829</b>	-2,498
Actuarial loss (gain)	<b>1,609</b>	-176	<b>1,253</b>	-119	<b>2,038</b>	6,004
	<b>5,450</b>	3,698	<b>6,550</b>	5,455	<b>88,210</b>	81,351
<b>Current plan expense</b>						
Current service expense	<b>122</b>	129	—	—	<b>3,393</b>	3,112
Interest cost	<b>259</b>	258	<b>437</b>	435	<b>4,257</b>	4,061
Actuarial (gain) loss	<b>1,609</b>	-176	<b>1,253</b>	-119	<b>2,038</b>	6,004
	<b>1,990</b>	211	<b>1,690</b>	316	<b>9,688</b>	13,177



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**Memorial University of Newfoundland**

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

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March 31, 2008  
(thousands of dollars)

A summary of these accrued benefit obligations are as follows:

	<b>2008</b>	<b>2007</b>
	\$	\$
Employee future benefits	<b>88,210</b>	81,351
Supplemental retirement income plan	<b>5,450</b>	3,698
Voluntary early retirement income plan	<b>6,550</b>	5,455
Accrued vacation	<b>9,725</b>	9,234
	<b>109,935</b>	99,738
Less current portion	<b>10,371</b>	9,901
Long-term employee future benefits	<b>99,564</b>	89,837

**12. COMPARATIVE FIGURES**

Certain of the 2007 comparative figures have been reclassified to conform to the financial statement presentation adopted in 2008.

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**AUDITORS' REPORT TO THE BOARD OF REGENTS  
MEMORIAL UNIVERSITY OF NEWFOUNDLAND  
ON SUPPLEMENTARY INFORMATION**

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To the Board of Regents of  
**Memorial University of Newfoundland**

We have audited and reported separately herein on the consolidated financial statements of **Memorial University of Newfoundland** (the "University") as at and for the year ended March 31, 2008.

Our audit was conducted for the purpose of forming an opinion on the basic consolidated financial statements of the University taken as a whole. The supplementary information included in Schedules 1 and 2 is presented for purposes of additional analysis and is not a required part of the basic consolidated financial statements. Such supplementary information has been subject to the auditing procedures applied in the audit of the basic consolidated financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic consolidated financial statements taken as whole.

The financial statements as at March 31, 2007 and for the year then ended were audited by other auditors who expressed an opinion without reservation on those statements in their report dated June 12, 2007.

St. John's, Canada,  
June 18, 2008.

*Ernst & Young LLP*

Chartered Accountants

## MEMORIAL UNIVERSITY OF NEWFOUNDLAND

## SCHEDULE 1

## CONSOLIDATED SCHEDULE OF FINANCIAL POSITION

As at March 31, 2008 (with comparative figures for 2007)  
(thousands of dollars)

	OPERATING		ANCILLARY ENTERPRISES		PLANT		SPONSORED RESEARCH		SPECIAL PURPOSE AND TRUST		TOTAL	
	2008	2007	2008	2007	2008	2007	2008	2007	2008	2007	2008	2007
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Current assets:</b>												
Cash and cash equivalents	16,153	6,679	3,459	2,829	-9,747	-2,229	27,898	16,891	27,931	25,190	65,694	49,360
Accounts receivable	16,823	17,079	462	735	1,087	445	17,706	24,513	5,887	4,814	41,965	47,586
Accrued interest receivable	349	3	—	—	—	—	—	—	1,785	1,394	2,134	1,397
Inventory and prepaid expense	4,439	4,453	1,646	1,778	—	2,828	67	42	39	63	6,191	9,164
Interfund accounts	583	924	-583	-924	—	—	—	—	—	—	—	—
	38,347	29,138	4,984	4,418	-8,660	1,044	45,671	41,446	35,642	31,461	115,984	107,507
Long term receivable	—	—	—	—	3,074	3,074	—	—	—	—	3,074	3,074
Investments (note 6)	—	—	—	—	—	—	633	600	63,786	56,852	64,419	57,452
Capital assets (note 4)	—	—	427	541	166,251	157,004	2,198	2,610	113	125	168,989	160,280
<b>Total assets</b>	<b>38,347</b>	<b>29,138</b>	<b>5,411</b>	<b>4,959</b>	<b>160,665</b>	<b>161,122</b>	<b>48,502</b>	<b>44,656</b>	<b>99,541</b>	<b>88,438</b>	<b>352,466</b>	<b>328,313</b>
<b>Current liabilities:</b>												
Bank indebtedness (note 8)	—	—	—	—	5,075	5,541	—	—	—	—	5,075	5,541
Accounts payable and accrued liabilities	13,007	9,657	373	274	1,747	1,631	4,431	4,457	722	500	20,280	16,519
Deferred revenue	4,053	2,708	249	230	3,243	2,522	11,962	4,860	59	65	19,566	10,385
Current portion of employee future benefits (note 11)	10,371	9,901	—	—	—	—	—	—	—	—	10,371	9,901
Current portion of long term-debt (note 7)	—	—	—	—	763	1,003	—	—	—	—	763	1,003
	27,431	22,266	622	504	10,828	10,697	16,393	9,317	781	565	56,055	43,349
Long-term debt (note 7)	—	—	—	—	1,036	451	—	—	—	—	1,036	451
Employee future benefits (note 11)	97,958	88,656	401	347	—	—	947	714	258	120	99,564	89,837
	97,958	88,656	401	347	1,036	451	947	714	258	120	100,600	90,288
Deferred contributions (note 5)	—	—	—	—	150,984	151,976	30,992	33,921	20,347	18,636	202,323	204,533
<b>Net assets:</b>												
Net assets restricted for endowment purposes	—	—	—	—	—	—	—	—	60,002	56,186	60,002	56,186
Net assets invested in capital assets	—	—	229	541	8,395	-1,966	—	3	7	9	8,631	-1,413
Unrestricted net assets	-87,042	-81,784	4,159	3,567	-10,578	-36	170	701	18,146	12,922	-75,145	-64,630
	-87,042	-81,784	4,388	4,108	-2,183	-2,002	170	704	78,155	69,117	-6,512	-9,857
<b>Total liabilities, deferred contributions and net assets</b>	<b>38,347</b>	<b>29,138</b>	<b>5,411</b>	<b>4,959</b>	<b>160,665</b>	<b>161,122</b>	<b>48,502</b>	<b>44,656</b>	<b>99,541</b>	<b>88,438</b>	<b>352,466</b>	<b>328,313</b>



## MEMORIAL UNIVERSITY OF NEWFOUNDLAND

## SCHEDULE 2

## CONSOLIDATED SCHEDULE OF OPERATIONS

For the year ended March 31, 2008 (with comparative figures for 2007)  
(thousands of dollars)

	OPERATING		ANCILLARY ENTERPRISES		PLANT		SPONSORED RESEARCH		SPECIAL PURPOSE AND TRUST		TOTAL	
	2008	2007	2008	2007	2008	2007	2008	2007	2008	2007	2008	2007
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenue:												
Government grants	229,949	208,560	835	717	—	—	48,025	51,201	5,983	3,146	284,792	263,624
Student fees	54,033	53,980	—	—	—	—	—	—	157	177	54,190	54,157
Other revenue	14,733	12,334	1,907	1,389	-3,197	-1,956	12,093	4,305	6,503	10,017	32,039	26,089
Amortization of deferred capital contributions	—	—	—	—	20,329	21,132	462	378	10	11	20,801	21,521
Sales and services	—	—	16,361	15,972	—	—	—	—	—	—	16,361	15,972
Investment income (note 6)	3,582	2,988	—	—	—	—	-30	220	-653	2,738	2,899	5,946
<b>Total revenue</b>	<b>302,297</b>	<b>277,862</b>	<b>19,103</b>	<b>18,078</b>	<b>17,132</b>	<b>19,176</b>	<b>60,550</b>	<b>56,104</b>	<b>12,000</b>	<b>16,089</b>	<b>411,082</b>	<b>387,309</b>
Expenditures:												
Salaries	184,692	172,408	7,798	6,461	—	1	21,393	19,169	3,919	3,785	217,802	201,824
Employee benefits	33,514	31,212	1,069	929	—	—	2,629	2,268	553	563	37,765	34,972
Materials and supplies	15,970	14,839	7,656	7,316	266	330	7,008	7,298	1,068	-40	31,968	29,743
Amortization	—	—	118	152	20,333	20,789	464	379	11	13	20,926	21,333
Utilities	19,070	15,693	2,616	2,372	18	4	276	270	182	1,032	22,162	19,371
Scholarships, bursaries and awards	7,578	6,291	—	3	—	—	7,977	7,818	4,258	3,595	19,813	17,707
Repairs and maintenance	6,031	5,225	1,448	997	7,708	5,658	484	686	171	2,388	15,842	14,954
Travel and hosting	7,352	7,034	66	50	4	4	4,748	4,368	2,018	2,124	14,188	13,580
Externally contracted service	9,405	9,077	751	700	55	56	2,213	2,717	943	852	13,367	13,402
Professional fees	5,168	4,258	49	122	51	102	5,938	5,569	1,595	1,924	12,801	11,975
Employee future benefits	9,967	11,118	54	68	—	—	233	46	139	24	10,393	11,256
Other operating expenses	7,716	5,841	402	415	28	30	9,040	5,457	159	214	17,345	11,957
Equipment rentals	1,629	1,897	182	59	5	5	345	281	88	76	2,249	2,318
External cost recoveries	-15,846	-13,996	-42	-45	-884	-380	-253	-99	-491	-1,026	-17,516	-15,546
<b>Total expenditures</b>	<b>292,246</b>	<b>270,897</b>	<b>22,167</b>	<b>19,599</b>	<b>27,584</b>	<b>26,599</b>	<b>62,495</b>	<b>56,227</b>	<b>14,613</b>	<b>15,524</b>	<b>419,105</b>	<b>388,846</b>
Increase (decrease) for the year before the following	10,051	6,965	-3,064	-1,521	-10,452	-7,423	-1,945	-123	-2,613	565	-8,023	-1,537
Interfund transfers	-15,312	-13,413	3,344	2,095	10,270	7,666	1,133	-134	565	3,786	—	—
<b>Net (decrease) increase in net assets for the year</b>	<b>-5,261</b>	<b>-6,448</b>	<b>280</b>	<b>574</b>	<b>-182</b>	<b>243</b>	<b>-812</b>	<b>-257</b>	<b>-2,048</b>	<b>4,351</b>	<b>-8,023</b>	<b>-1,537</b>

*Unaudited Supplementary Information*

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**

*March 31, 2008*

## SCHEDULE OF OPERATING REVENUE

Year ended March 31  
(thousands of dollars)  
(unaudited)

	<b>2008</b>	<b>2007</b>
	\$	\$
<b>GOVERNMENT GRANTS</b>		
Province of Newfoundland and Labrador		
Department of Education	195,606	176,474
Department of Health	29,671	26,839
Other	307	1,022
Government of Canada		
Indirect cost of research	4,365	4,225
	<b>229,949</b>	<b>208,560</b>
<b>STUDENT FEES</b>		
Semester tuition		
Undergraduates	36,533	36,534
Graduates	4,004	3,985
Non-credit courses		
Continuing studies	782	685
Sir Wilfred Grenfell College	170	295
Marine Institute	9,191	9,432
Other fees	3,353	3,049
	<b>54,033</b>	<b>53,980</b>
Investment income	3,582	2,988
	<b>3,582</b>	<b>2,988</b>
Other income		
Rental	461	539
Miscellaneous	13,408	10,904
Medical Practice Associates	864	891
	<b>14,733</b>	<b>12,334</b>
	<b>302,297</b>	<b>277,862</b>

*See accompanying notes*

**SCHEDULE OF OPERATING EXPENDITURES  
BY FUNCTION**

Year ended March 31  
(thousands of dollars)  
(unaudited)

	2008	2007
	\$	\$
<b>ACADEMIC</b>		
Faculty of Arts	26,329	25,340
Faculty of Business Administration	8,833	8,502
Faculty of Education	8,758	8,257
Faculty of Engineering and Applied Science	8,417	8,668
Faculty of Medicine	31,765	28,757
Faculty of Science	34,636	33,317
School of Life Long Learning	1,001	978
School of Graduate Studies	6,632	5,027
School of Music	2,567	2,306
School of Nursing	4,467	4,380
School of Pharmacy	2,687	2,142
School of Human Kinetics	3,358	3,227
School of Social Work	2,306	2,306
Sir Wilfred Grenfell College	18,060	16,873
Labrador Institute of Northern Studies	403	352
Distance Education and Learning Technologies	4,792	4,037
Animal Care Unit	1,281	1,203
Fisheries and Marine Institute	32,390	31,118
Technical Services	3,394	3,132
Oil and Gas Development Partnership	292	288
Harris Centre	414	242
CREAIT	846	693
Co-op Education	1,919	1,606
	<b>205,547</b>	<b>192,751</b>
<b>SUPPORT SERVICES</b>		
Administrative departments	24,682	21,640
Computing and Communications	11,048	11,838
Library	15,273	15,063
Student Services	8,827	8,106
Facilities Management	26,412	21,457
	<b>86,242</b>	<b>78,104</b>
	<b>291,789</b>	<b>270,855</b>

*See accompanying notes*



MEMORIAL UNIVERSITY OF NEWFOUNDLAND

SCHEDULE C

SCHEDULE OF OPERATING EXPENDITURES BY OBJECT

Year ended March 31  
(thousands of dollars)  
(unaudited)

	Academic		Library		Student Services		Facilities Management		Computing & Communications		Administration		TOTAL	
	2008	2007	2008	2007	2008	2007	2008	2007	2008	2007	2008	2007	2008	2007
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Academic salaries	94,791	89,657	2,329	2,195	907	814	—	—	—	—	548	443	98,575	93,109
Other instruction and research salaries	2,090	1,935	218	155	956	906	9	142	130	108	134	108	3,549	3,240
Other salaries and wages	46,234	42,941	4,060	3,633	3,038	2,904	10,906	9,956	4,339	12,286	13,974	12,286	82,568	76,059
Employee benefits	24,850	23,361	1,242	1,160	700	645	2,734	2,504	846	2,702	3,142	2,702	33,514	31,212
	167,965	157,894	7,849	7,143	5,601	5,269	13,649	12,466	5,344	15,539	17,798	15,539	218,206	203,620
Travel and hosting	5,336	5,252	83	101	564	467	164	153	85	1,003	1,120	1,003	7,352	7,034
Materials and supplies	12,903	12,422	170	273	1,165	1,329	1,513	1,029	2,365	3,516	1,572	987	19,688	19,556
Renovations	3,088	2,372	29	274	644	134	2,203	1,681	584	279	232	279	6,780	5,476
Scholarships and bursaries	6,812	5,368	0	1	566	633	8	—	—	289	192	289	7,578	6,291
Utilities	3,397	3,339	26	42	51	60	15,360	12,115	63	—	173	169	19,070	15,693
Rental	839	1,134	97	99	17	14	51	22	551	54	74	54	1,629	1,897
Externally contracted service	2,928	3,023	298	159	121	97	2,745	2,631	2,635	2,500	678	667	9,405	9,077
Professional fees	2,693	2,377	24	9	31	29	306	211	57	—	2,057	1,849	5,168	4,258
Other:														
Institutional memberships	270	207	48	52	20	25	4	5	10	7	290	300	642	596
Property tax	102	131	—	—	—	—	1,387	249	—	—	—	-2	1,489	378
Insurance	231	219	—	—	—	203	36	36	2	2	884	891	1,153	1,148
Debt repayments	127	285	—	—	36	45	1	1	17	28	12	12	193	371
Space rental	561	419	—	—	8	7	—	—	—	—	32	26	601	452
Reference books	1,877	1,920	6,751	7,052	6	5	10	5	—	—	37	21	8,681	9,004
External cost recoveries	-3,582	-3,611	-102	-142	-3	-8	-11,025	-9,147	-665	-644	-469	-444	-15,846	-13,996
	37,582	34,857	7,424	7,920	3,226	2,837	12,763	8,991	5,704	6,529	6,884	6,101	73,583	67,235
	205,547	192,751	15,273	15,063	8,827	8,106	26,412	21,457	11,048	11,838	24,682	21,640	291,789	270,855

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## SCHEDULE D

### COMPENSATION PRACTICES AT MEMORIAL UNIVERSITY OF NEWFOUNDLAND

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Compensation at Memorial University is determined by the duties and responsibilities of respective positions.

At the executive level, the Board of Regents, on the recommendation of its Executive Compensation Committee, determines the salary levels for the University's president and vice-presidents.

Compensation for deans, academic directors and academic department heads includes a salary on a faculty member's scale, based on experience, rank and highest degree, in accordance with a collective agreement negotiated with the Memorial University of Newfoundland Faculty Association ("MUNFA"). In addition, there is an administrative stipend, set by the Board of Regents, the level of which is dependent on the size and complexity of the faculty, school or department.

For faculty and staff, compensation is determined through collective bargaining between the University and the various unions representing each employee group; MUNFA, the Canadian Union of Public Employees ("CUPE"), and the Newfoundland Association of Public Employees ("NAPE"). Periodic reviews of staff positions, including compensation levels, have been conducted with the assistance of external consultants since 1994.

Compensation for administrative directors and managers is set by the Board of Regents. A review of compensation in these positions was conducted by an external consultant in 2007 and 2008.

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

**SCHEDULE D****MEMORIAL UNIVERSITY OF NEWFOUNDLAND  
EXECUTIVE SALARY RANGES  
MARCH 31, 2008**

	<b>Salary Range (\$)</b>
President and Vice-Chancellor	225,776 - 282,220
Vice-Presidents:  Academic and Pro Vice-Chancellor Administration and Finance Research	  171,969 - 214,961 152,852 - 191,065 152,852 - 191,065
Executive Director (Marine Institute)	131,016 - 163,770
Dean-Student Affairs & Services	147,743 - 184,679
Principal – Sir Wilfred Grenfell College (“SWGK”)	131,016 - 163,770

**SCHEDULE D**

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND  
ACADEMIC SALARY RANGES (note 1)  
MARCH 31, 2008**

	Salary Range (\$)	Actual Minimum & Maximum Salaries	Number of Employees
Academic Executive:	note (2)		16
Deans of Faculties/Schools			7
Directors of Schools			5
University Librarian			1
Associate Vice-President			3
Academic Management:	note (3)		70
Vice Dean (Medicine)			1
Vice-Principal (SWG C)			1
Associate Vice Principal Research (SWG C)			1
Associate Deans			15
Assistant Deans			1
Department Heads			34
Directors			6
Associate Directors			7
Associate University Librarians			4
Academic Staff:	25,854 - 128,170	29,557 - 180,330	1191
Professors	80,900 - 128,170	84,160 - 180,330	255
Associate Professors	67,860 - 103,720	71,120 - 142,840	289
Assistant Professors	58,080 - 72,750	49,930 - 102,090	282
Lecturers (note 4)	48,300 - 56,450	48,300 - 76,010	85
Co-op Education Coordinators	46,670 - 82,530	62,970 - 79,270	15
Librarians	41,780 - 113,500	42,780 - 102,090	36
Instructors - Marine Institute	25,854 - 96,284	29,557 - 91,421	229

Note 1: Some individuals are in receipt of market differentials which may result in salaries that exceed the maximum levels in their approved salary ranges.

Note 2: Academic Deans and Directors receive a salary depending upon professorial rank plus an administrative stipend in the range of \$6,000 to \$25,000 per year depending on the size and complexity of their academic units, and whether they are serving a first or a second term.

Note 3: Academic Departments Heads receive a salary based upon their professorial rank plus an administrative stipend in the range of \$3,000 to \$10,000 depending on the size of their academic unit.

Note 4: Lecturers include 28 Visiting Professors paid on the lecturer scale.



**SCHEDULE D**

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND  
ADMINISTRATIVE SALARY RANGES (note 1)  
MARCH 31, 2008**

	<b>Salary Range (\$)</b>	<b>Actual Minimum &amp; Maximum Salaries</b>	<b>Number of Employees</b>
Administrative Directors Level 1 to 4:	67,808 - 115,271	72,416 - 143,260	27
Marine Institute Academic and Industrial Response Unit Managers	63,970 - 109,171	65,247 - 109,171	19
Management and Professional Staff (note 2)	23,930 - 92,314	33,366 - 97,789	294
Administrative Staff (note 3)	23,691 - 102,398	23,691 - 65,543	1903

Note 1: Some individuals are in receipt of market differentials which may result in salaries that exceed the maximum levels in their approved salary ranges.

Note 2: Management and professional staff ranges reflect 15 salary levels developed under the University's Job Evaluation System.

Note 3: Administrative and academic support staff salary ranges reflect salary levels defined by union collective agreements or non-bargaining terms and conditions of employment.

