



MEMORIAL UNIVERSITY OF NEWFOUNDLAND

ANNUAL REPORT

2011 – 2012

TABLE OF CONTENTS

| | |
|---|----|
| Letter from the Chairman, Board of Regents..... | 2 |
| Institutional Overview..... | 3 |
| Mandate | 6 |
| Lines of Business..... | 7 |
| Core Values and Principles | 8 |
| Primary Clients | 8 |
| Vision | 9 |
| Mission..... | 9 |
| Report on Strategic Issues | |
| Issue 1: Students and the Teaching and Learning Environment | 10 |
| Issue 2: Research, Creative Activity and Scholarship..... | 19 |
| Issue 3: Needs of the Province..... | 27 |
| Issue 4: Conditions for Success..... | 41 |
| Conclusion | 45 |
| APPENDIX: Consolidated Financial Statements | |



Board of Regents

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July 25, 2012

Honourable Joan Burke
Minister of Advanced Education and Skills
Government of Newfoundland and Labrador
P.O. Box 8700
St. John's, NL A1B 4J6

Dear Minister Burke:

In accordance with the Board of Regents' responsibilities under the *Transparency and Accountability Act*, I present the 2011-12 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, 2011 — March 31, 2014* that was tabled in the House of Assembly.

The main strategic issues include:

- Students and the teaching and learning environment
- Research, creative activity and scholarship
- Needs of the province
- Conditions for success

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

Sincerely yours,

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

Robert E. Simmonds, QC
Chair, Board of Regents

Encl.

INSTITUTIONAL OVERVIEW

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

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

Today, Memorial is the largest university in Atlantic Canada and this status has been achieved in large measure by educating and serving the people of Newfoundland and Labrador. Memorial has been a major contributor to the social, cultural and economic development of the province having educated the vast majority of its teachers, business people, civil servants, engineers, scientists, health professionals and visual and performing artists, among others. The table below provides detailed enrolment information for Fall 2011 by provincial campus, program level, gender and enrolment status.

| Campus | Undergraduate/Diploma | | | Graduate | | | Grand Total |
|-------------------------|-----------------------|--------------|---------------|--------------|--------------|--------------|---------------|
| | Female | Male | Total | Female | Male | Total | |
| St. John's | 6,912 | 4,655 | 11,567 | 1,407 | 1,101 | 2,508 | 14,075 |
| Full-time | 6,411 | 4,455 | 10,866 | 831 | 841 | 1,672 | 12,538 |
| Part-time | 501 | 200 | 701 | 576 | 260 | 836 | 1,537 |
| Grenfell | 908 | 365 | 1,273 | 0 | 0 | 0 | 1,273 |
| Full-time | 879 | 353 | 1,232 | 0 | 0 | 0 | 1,232 |
| Part-time | 29 | 12 | 41 | 0 | 0 | 0 | 41 |
| Marine Institute | 254 | 917 | 1,171 | 24 | 56 | 80 | 1,251 |
| Full-time | 134 | 666 | 800 | 7 | 17 | 24 | 824 |
| Part-time | 120 | 251 | 371 | 17 | 39 | 56 | 427 |
| Distance | 948 | 635 | 1,583 | 318 | 213 | 531 | 2,114 |
| Full-time | 135 | 90 | 225 | 45 | 30 | 75 | 300 |
| Part-time | 813 | 545 | 1,358 | 273 | 183 | 456 | 1,814 |
| Total | 9,022 | 6,572 | 15,594 | 1,749 | 1,370 | 3,119 | 18,713 |

As of March 31, 2012, Memorial employed almost 5,000 faculty and staff across its three campuses as shown in the table below.

| Campus | Faculty | | | Staff | | | Grand Total |
|-------------------------|------------|------------|--------------|--------------|--------------|--------------|--------------|
| | Female | Male | Total | Female | Male | Total | |
| St. John's | 532 | 713 | 1,245 | 1,684 | 1,201 | 2,885 | 4,130 |
| Full-time | 432 | 612 | 1,044 | 1,221 | 885 | 2,106 | 3,150 |
| Par-time | 100 | 101 | 201 | 463 | 316 | 779 | 980 |
| Grenfell | 40 | 67 | 107 | 121 | 69 | 190 | 297 |
| Full-time | 35 | 64 | 99 | 108 | 62 | 170 | 269 |
| Part-time | 5 | 3 | 8 | 13 | 7 | 20 | 28 |
| Marine Institute | 44 | 200 | 244 | 100 | 104 | 204 | 448 |
| Full-time | 41 | 176 | 217 | 92 | 78 | 170 | 387 |
| Part-time | 3 | 24 | 27 | 8 | 26 | 34 | 61 |
| Total | 616 | 980 | 1,596 | 1,905 | 1,374 | 3,279 | 4,875 |

*Faculty count does not include: Clinical, Adjuncts

**Staff count does not include: Pensioners, Student Employees

The university is governed by a Board of Regents, including: ex-officio, members appointed by the Lieutenant-Governor in Council, members elected by Memorial University Alumni Association, and student members appointed by the Lieutenant-Governor in Council. Membership of the Board of Regents as of March, 2012 is provided in the following table.

| Ex-officio | Appointed by Lieutenant-Governor in Council | Elected by Memorial University Alumni Association | Students Appointed by Lieutenant-Governor in Council |
|--|--|--|---|
| General Rick Hillier (Retired), Chancellor Dr. Gary Kachanoski, President and Vice-Chancellor Dr. David Wardlaw, Provost and Vice-President (Academic) | Robert E. Simmonds QC, Chair, Board of Regents Sheila Ashton Steve Belanger Gilbert Bennett Jerry Byrne Pat Coish-Snow Mary Cormier Brian Dalton Michelle Daye Noreen Greene-Fraize Jim Keating Bill Matthews Vinod Patel Tony Roche Kathleen Roul Donna Stone Eleanor Swanson | Rex Gibbons Margaret (Pegi) Earle James Hickey Kimberly Keating Luke Pike George Tucker | Michael Walsh Roger Bill Richard Chislett Sarah Ann King |

Memorial University's Board of Regents approved a number of governance and senior administrative changes in the reporting period. The changes, which principally affect the Board of Regents and the role of the vice-president (academic), are aimed at making the university's structures more responsive to increases in the numbers of programs, faculty and staff, and the further evolution of the multi-campus model for the institution.

On August 1, 2011, Dr. David M. Wardlaw began a five-year term as provost and vice-president (academic). Dr. Wardlaw came to Memorial University from the University of Western Ontario where he served as the dean of science. He replaced Dr. Evan Simpson who served as vice-president (academic) and pro vice-chancellor pro tempore since October 4, 2010.

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

In July, 2011, Memorial's Board of Regents had approved the conversion of the senior leadership position at the Marine Institute from executive director to vice-president to be consistent with recent changes to position names and responsibilities at the senior management level of the university. Mr. Glenn Blackwood has been named vice-president of Memorial University for the Fisheries and Marine Institute. Mr. Blackwood had been serving as executive director of the institute for the past six years.

Looking forward, the university has developed Research, Engagement, and Teaching and Learning Frameworks. These frameworks, along with other planning initiatives, will inform Memorial's next institutional strategic plan.

MANDATE

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

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

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

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

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

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

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

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

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

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

LINES OF BUSINESS

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

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

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

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

CORE VALUES AND PRINCIPLES

A set of strongly held core values and principles guide the university as it makes decisions that shape its future.

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

PRIMARY CLIENTS

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

1. Students
 - a. undergraduate
 - b. graduate
 - c. certificate
 - d. diploma
2. Alumni
3. Funders
 - a. Provincial Government
 - b. Federal Government (research)
 - c. Other
4. Communities

VISION

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

MISSION

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

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

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

Indicators:

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

REPORT ON STRATEGIC ISSUES

ISSUE 1: STUDENTS AND THE TEACHING AND LEARNING ENVIRONMENT

Students continue to be a central focus of Memorial University. The university seeks to further diversify the student body seeking significant growth in the graduate population and modest growth in the undergraduate population. The Grenfell campus works toward growing undergraduate enrolment and offering graduate programs. The Marine Institute continues to implement its strategic vision toward increasing its graduate and undergraduate enrolment.

Memorial has an obligation to provide a high quality education for its students in a teaching and learning environment that allows them to fully develop their potential to become active, engaged and productive members of their community, the province and the world. Student success while attending the university and afterwards is a key measure of achievement.

Memorial is engaged in university-wide assessment of its teaching and learning environment. Retention and student success initiatives are being revisited with new strategies being developed and implemented that will help undergraduate and graduate students achieve their educational goals. The university is working hard to ensure that its programs remain relevant, its curricula reflect the most current developments in the disciplines, and the methods of delivery reflect the best emerging practices.

GOAL 1: By March 31, 2014, Memorial University will have enhanced its teaching and learning environment.

OBJECTIVE 1: By March 31, 2012, Memorial University will have developed a Teaching and Learning Framework that identifies opportunities and initiatives to enhance the environment, and the university will have commenced implementation of this framework.

Measure: Developed a Teaching and Learning Framework
Commenced implementation of the framework

Indicator: Identified teaching and learning environment initiatives, in consultation with the university community and its stakeholders, which are consistent with the strategic direction of the university

- During 2011-12, the university community and its stakeholders were consulted and provided valuable input regarding the development of teaching and learning initiatives consistent with the strategic direction of the university. The consultative process was extensive, including:
 - A retreat with 90 members of the university community (educators, students and staff) to launch the process and to profile the expected characteristics of Memorial graduates. This provided for a discussion paper that was distributed within the university and to key external stakeholders.
 - A survey of students on their learning experiences at Memorial.
 - Over 65 consultation sessions with almost 700 participants, including faculty academic councils, student groups, staff groups, educators, staff and student union groups, and the general community. Reports on these sessions were posted online.
- The ultimate goal of the pan-university process was to define the nature of Memorial's Teaching and Learning Community. Over the course of an extensive consultation, students, educators and staff

identified the key characteristics of a learning environment where all can thrive – an environment that is engaging and supportive, committed to discovery, inclusive, outcomes-oriented and responsive.

- A Teaching and Learning Community blog (teachingandlearning.mun.ca) was established. Educators and learners reflect on their teaching and learning activities using the values outlined in the framework. They consider whether their programs, course preparation or instructional strategies align with Memorial's vision of an enriching university experience.
- The initiatives that were identified for immediate implementation are described below under a separate indicator.

Indicator: Drafted and finalized the framework with input from the university community and its stakeholders

- The input of the university community and its stakeholders provided valuable information to develop the framework. This information was used during the initial drafting and final editing of the framework.
- On May 10, 2011, the Senate of Memorial University unanimously endorsed a Teaching and Learning Framework, which led to the establishment of a Teaching and Learning Community that aims to connect learners and educators. The principles of the teaching and learning community at Memorial University include:
 - Building relationships among educators, students, staff and the broader community.
 - Engaging people in all teaching and learning settings by developing shared understanding of commitment to goals and objectives and building partnerships.
 - Creating synergies among the various components of teaching and learning including: research, interdisciplinary teaching and learning, classroom settings, informal experiences and practical applications.
 - Providing support by aligning policies and procedures with distribution of resources.
 - Committing to quality of curricula and learning experiences through continuous evaluation of courses, programs and instruction to ensure that they are relevant, creative, innovative and appropriately challenging.
 - Fostering transformation of students, educators and staff by providing a supportive and inclusive environment that is safe to take risks and experiment.
 - Valuing contributions by supporting professional development and celebrating and rewarding teaching contributions.
 - Acknowledging responsibility of educators, students, staff and the institution in sharing responsibility and accountability for effective teaching and active learning.
 - Supporting lifelong learning by offering institutional and community-based learning opportunities that: respect various learning styles, are responsive to community needs and are inclusive.

The Teaching and Learning Framework can be found at:

http://www.delts.mun.ca/faculty/teachinglearning/TLF_May_2011_FINAL_Framework.pdf

Indicator: Implemented select initiatives included in the framework with the university community and its stakeholders

- The First Year Success Program was developed to support students who arrive at university in their first year with high school averages between 70 per cent and 75 per cent. The program was approved by Senate in February, 2012 and prepared for implementation during the Fall semester of 2012. The program will be administered by the Faculty of Arts.
- Funding was provided to the Marine Institute and the Grenfell campus to develop initiatives to address the recommendations of the Teaching and Learning Framework on these campuses.
- One of the recommendations in the Teaching and Learning Framework is to better recognize the importance of teaching and student mentoring throughout the university. The university created three new teaching awards to be added to the suite of President's Awards that are presented annually.
- The Instructional Design team in the Instructional Development Office created and delivered a suite of instructor training including: usage of Smart Board technology, Desire2Learn, Fundamentals of Teaching and Learning, and Teaching and Learning in an Online Environment.
- An inventory of student services was completed.
- Work was completed toward the redesign of faculty orientation sessions to provide an introduction to the Teaching and Learning Framework. Special topics pertaining to teaching and learning are being introduced through brown bag lunches with new faculty.
- A sub-committee of the Working Group of the Teaching and Learning Framework worked with the Senate Committee on Scheduling to address issues regarding flexibility of course scheduling delivery methods and evaluation strategies.
- Work was completed toward a monitoring and evaluation plan for the Teaching and Learning Framework.
- A pilot project to enhance gathering space in the Arts Building was implemented. Funding was allocated for similar enhancements to space in the Human Kinetics and Recreation Building and the Education Building. Faculties and schools were asked to identify areas as potential gathering spaces.
- The Faculty of Business Administration created a new committee dedicated to teaching excellence. The committee will be responsible for establishing and implementing policies and procedures to develop, recognize and reward excellent teaching within the faculty. Work was also done to support the development of teaching skills, innovations in instructional design and delivery, research in the scholarship of teaching and mentoring for teachers.
- A new strategic plan for Distance Education, Learning and Teaching Support (DELTS) was completed and is currently being implemented within the unit. It will impact its three core functions. This will allow DELTS to integrate the technology and development practices once earmarked for distance education to enhance the overall learning experience at Memorial, as well as meet the expectations of the university's faculty and students both on and off campus.
- DELTS' teaching development services provided academic technical support to enable teaching and learning initiatives throughout the institution. During 2011-12, members of the DELTS' team researched the use of mobile technology such as iPads and Blackberries to examine how portable devices could be integrated into a classroom setting as an educational tool.

- Course standards were streamlined for online courses.
 - The information section for all courses contains a list of generic elements for each course as well as a list of elements specific to that course.
 - Real-time learning technology is integrated into all online courses.
- DELTS, in co-operation with the School of Music, created a quiz builder tool so that instructors could also test online, first-year music theory. Additionally, DELTS worked to develop music theory drill objects for student practice and are moving those to the mobile platform, which will allow students to practice with any mobile device.
- The Marine Institute made available video software to enhance delivery of courses.

SUMMARY

Memorial University has developed a Teaching and Learning Framework that identifies opportunities and initiatives to enhance the environment, and the university has commenced implementation of this framework. The university will continue to develop activities and initiatives such as those outlined above. Achieving Memorial's strategic direction in teaching and learning will require a great deal of additional work. It is anticipated it will take some time before significant empirical differences will occur in student success indicators.

LOOKING FORWARD TO 2012-2013

OBJECTIVE 2012-2013: By March 31, 2013, Memorial University will continue to implement initiatives of the Teaching and Learning Framework to enhance the environment.

Measure: Continued implementation of the Teaching and Learning Framework

Indicators:

- Implemented select initiatives included in the Teaching and Learning Framework
- Developed and implemented an assessment framework for the Teaching and Learning Framework

GOAL 2: By March 31, 2014, Memorial University will have improved student success and retention.

OBJECTIVE 1: By March 31, 2012, Memorial University will have commenced implementation of opportunities and initiatives to improve student success.

Measure: Commenced implementation of initiatives

Indicator: Identified opportunities to improve student success through improved engagement of the university community and its stakeholders

- Memorial University continues to enhance its relationship and improve engagement with prospective students and their influencers via the following initiatives:
 - Enhancing relationships with local school districts, particularly the largest district in the province, Eastern School District of Newfoundland and Labrador (ESDNL). This year the university hosted several ESDNL meetings for school counsellors and educational psychologists, and for school administrators and Department of Education personnel. The university provided the meeting venues and, in doing so, created an opportunity to showcase its services, programs and facilities. Such meetings not only enhanced the relationship between the university and K-12 school personnel, it also helped create a greater understanding of Memorial's offerings.

- ▶ Junior High Outreach Program: Memorial's recruitment strategies include outreach programs for junior high students, including the Grade 9 Project. This service-based project targets Newfoundland and Labrador junior high students, particularly those in Grade 9, and aims to provide them with general information about post-secondary education. Students are then able to make informed choices regarding high school courses needed for certain career paths.
- ▶ Mobile Website for Prospects: This year the Office of Student Recruitment launched one of the first mobile websites of its kind geared toward prospective students. Mobile websites allow students to get immediate information about Memorial via their smart phones and tablets.
- ▶ Webinars: Memorial University via its recruitment teams, reached out to prospective students and their influencers via webinars. Students, teachers, counsellors and others have been invited to learn more about Memorial's campuses, programs and services through the more than 30 webinars offered during this recruitment cycle.
- Student Affairs and Services and Memorial University Students' Union hosted stakeholder engagements to support development of projects that students have undertaken with assistance from the Student Innovation Fund, from building award-winning rally cars, to winning international business competitions, to aiding in relief efforts throughout the world, and more. Among the groups participating were Students in Free Enterprise (SIFE) Memorial, the School of Music, Science Matters, the School of Social Work, Memorial Baha, Engineers Without Borders, and Rights and Development High-School Outreach Coalition (RADHOC).
- On July 11, 2011, Dr. Maura Hanrahan was appointed Special Advisor to the President for Aboriginal Affairs. Since her appointment, she has been working with the university community and external stakeholders to implement the recommendations of the Presidential Task Force on Aboriginal Initiatives.
- Memorial upgraded MUN Today <today.mun.ca>, the university's news and events website, to better communicate with the Memorial community and stakeholders in support of student development.
- The Marine Institute hosted a number of student competitions and enrichment programs involving Marine Institute students and junior high and high schools from around Newfoundland and Labrador. The programs and competitions enrich the knowledge and skills of students in areas such as Remotely Operated Vehicles (ROV) and sustainable aquaculture.

Indicator: Implemented select identified initiatives to improve retention, time to graduation and completion rates at both the graduate and undergraduate level

- The First Year Success Program was developed to support students who arrive at university with high school averages between 70 per cent and 75 per cent. The program was approved by Senate in February for the Fall semester of 2012. The program is administered by the Faculty of Arts.
- Living Learning Community in Student Housing was developed and approved. It is a collaborative initiative among Student Affairs and Services (Counselling Centre, Career Development and Experiential Learning, Student Success), Faculty of Arts, and the Academic Advising Centre. The initiative is designed to enhance student transition to Memorial by providing a broad set of competencies to help students connect to resources, and helping students develop skills to adapt to academic and social challenges. The program involves twenty-five students who share the same academic goals and interests living on the same floor in residence and completing core credit courses supplemented by career and academic advising programming, service-learning opportunities, leadership exercise, and experiential seminars. The first cohort is a part of the university-wide pilot, "First-Year Success Program", that will begin in September, 2012.

- Memorial enhanced its English as a Second Language (ESL) programs with the hiring of a permanent ESL coordinator. The coordinator designed an Intensive English Bridge Program which has been approved by Senate and will commence operation in Fall 2012. The bridge program offers academic English study and personalized language support to international students, preparing them to enter degree programs at Memorial and thus supporting Grenfell's international recruitment strategy.
- An Academic Writing Centre was established at the Dr. C.R. Barrett Library at the Marine Institute to provide students with support to strengthen their writing skills.
- A new course preparing students for work-term placement was developed and offered by the Division of Academic and Student Affairs at the Marine Institute to students in the School of Fisheries.
- Memorial's Faculty of Arts completed significant steps toward development of a new undergraduate degree program in aboriginal studies. In order to engage and serve the geographically dispersed group of prospective students, the Faculty of Arts and DELTS will develop and deliver most, if not all, of the courses for the degree online.
- The Special Advisor to the President for Aboriginal Affairs worked with the university community on an inclusive admission policy that has designated seats for aboriginal students in a number of faculties and schools. To date designated seats have been established or committed in Medicine, Nursing, Education, Business, Human Kinetics, Visual Arts and Marine Institute programs.
- Recommendations to improve Memorial's 'school spirit' and student/employee retention initiative, I Love MUNdays, were implemented. These recommendations aim to improve the overall student experience, promote the university's people and activities and improve the level of faculty and staff engagement.
- During 2011-12, students who applied to the Grenfell campus were regularly contacted by Grenfell staff and students to increase chances of enrolment as part of the *Establishing Student Relationships Project*.
- Distance education enabled provincial residents to access and continue a post-secondary education from Memorial. The demand for these services has grown significantly in recent years from learners in all regions. Over 80 per cent of student registrants in Memorial's distance courses reside in this province. Provincial distance students were able to complete their courses in over 500 locations throughout Newfoundland and Labrador. Growth in demand for distance education continued:
 - For the Fall 2011 semester undergraduate distance course registrations grew by 6.4 per cent (from 5,442 in Fall 2010 to 5,791 for Fall 2011). High growth was experienced in the areas of Arts (7 per cent), Education (21 per cent) and Physical Education (27.3 per cent).
 - Graduate course registrations also increased by 6.4 per cent (from 854 in Fall 2010 to 909 for Fall 2011), with considerable growth in the areas of Business (10 per cent) and Human Kinetics and Recreation (3 per cent).
- The availability of online courses greatly improves access to the university and enhances student success. To this end, distance education courses were developed at the undergraduate and graduate levels for a number of programs across disciplines of the university. Retention activities were developed specific to the needs of distance education students. The CONNECT program engages new applicants through a personalized welcome package by mail and a follow-up phone call. This communication encourages registration in courses and directs applicants to a section of DELTS' website that has been designed specifically for them.

- Retention efforts also expanded in Fall 2011 to include a web page designed to help ease new distance education applicants through the transition of becoming a new distance education student. An on-campus/online orientation for the Faculty of Education was added to the previous offering of online orientation programs for new Master of Physical Education students and first time distance education students. Additionally, using the Learning Management System (LMS) Desire2Learn, a community has been established that allows these new students to connect with each other and with DELTS' staff.
- For distance students writing examinations at international locations, DELTS began to distribute exams electronically (PDF format) with password protection via the LMS. A number of online exam supervision (e-proctoring) products are also being reviewed with the goal of conducting a pilot involving both faculty and students.

Indicator: Improved support services, awards, scholarships for students

- During 2011-12, the university increased its efforts to attract potential sources of funding for awards and scholarships. In addition to the annual entrance scholarship program, which awarded 966 scholarships in 2011, the following new initiatives occurred in 2011-12:
 - A financial contribution of \$2 million was made by Chevron Canada Limited to Memorial University to fund scholarships, bursaries and international co-operative education opportunities. This is the single largest contribution toward student financial support that Memorial University has ever received.
 - The Faculty of Business Administration received the BMO Financial Group graduate scholarship from the BMO Financial Group. This scholarship makes a contribution of \$500,000 over seven years to the Faculty of Business Administration.
 - A financial contribution of \$835,000 was made to nine doctoral, nine masters and two undergraduate students in support of their ocean-related research over a three-year period. The awards range in value from \$7,500 per year for undergraduate research to \$20,000-\$30,000 per year at the graduate level. The students' research supervisors are also receiving a research allowance to support their students' research activities.
 - Eighty-six Marine Institute students were awarded over \$95,000 for their academic excellence and leadership skills at the annual Fall Scholarship and Awards Presentation. New scholarships include the Canadian Association of Prawn Producers scholarship and the Roy Russell Memorial bursary. In total, 97 scholarships were awarded.
 - The Marine Institute International managed DFAIT/CBIE Canada-CARICOM Scholarship program funding which has allowed five students from the Caribbean to study for a year at the Marine Institute (2011-12).
 - Four entrance scholarships were awarded (Innu, Inuit, Southern Inuit and Mi'kmaq) for degree programs. Aboriginal scholarships were also awarded in Business and Education. An additional \$60,000 has been secured for other scholarships.
- The programs and services listed below provided valuable experiences for students in the community and connected them with opportunities that continued to develop career-related competencies. These programs also provided service and support for employers and non-profit organizations in the community.
 - The 2011 Career and Graduate School Fair had 115 exhibitors who attended along with 1,842 students/alumni.

- The 2012 Career Fair Online Edition had 32 exhibitors and 932 Memorial students/alumni log in.
- Employers conducted 591 co-op placement interviews and 34 graduate interviews encompassing a total of 2,707 students.
- There were 892 jobs posted with the Co-operative Division of Education by 297 different employers and 59 information sessions were hosted by 44 employers.
- The Student Volunteer Bureau served 870 students and had 2,828 list serve subscribers, which resulted in hundreds of students providing countless hours of community service.
- *Make Mid-Term Matter* and *Community Service-Learning Day* were events that enabled 208 students to engage in community service learning initiatives that fostered understanding of issues related to food security and long-term care.
- In 2011, 17,618 patients were seen at Student Health.
- Over 400 student work placements were secured by the Marine Institute during 2011-12 in different industry sectors including marine transportation, fisheries, food and ocean technology. The Marine Institute Placement Office hosted the institute's 10th annual Career Fair in February, 2012, with over 40 companies participating in the two day event.
- An International Experience Module was developed to provide pre-departure, destination-specific and re-entry information for Memorial students interested in working or studying abroad. The module has the capability of being retrieved and accessed on any mobile device.
- The university completed work on developing an on-campus Aboriginal Student Centre and pan-university aboriginal advisor position.
- The learning management system, Desire2Learn, was employed by almost 1,600 on-campus course sections and serves over 51,000 student registrations annually.
- DELTS received a total of 18 awards in 2011 from professional organizations. The awards included recognition for student services and support provided by DELTS.
- The Division of Academic and Student Affairs, through the Office of Wellness provided significant opportunities for students to participate in intramural sports and extra-curricular health and wellness activities.
- Student Affairs and Services saw recent increases in student interaction mostly via Facebook "Likes" and Twitter "followers".

SUMMARY

Memorial University has commenced implementation of opportunities and initiatives to improve student success and retention. Memorial's goal is dependent on activities such as those outlined above which enhance programs, services and support for students as well as celebrate their success. These enhancements at the undergraduate and graduate levels are prerequisite to student success and retention. Ongoing challenges include: the need for continued financial support; competition of national and international universities; and social, cultural and economic changes of Newfoundland and Labrador.

LOOKING FORWARD TO 2012-2013

OBJECTIVE 2012-2013: By March 31, 2013, Memorial University will continue to implement initiatives toward improved student success.

Measure: Continued implementation of initiatives

Indicators:

- Identified further opportunities to improve student success
- Continued to implement initiatives to improve retention, time to graduation and completion rates at both the graduate and undergraduate level
- Continued to improve support services, awards and scholarships for students
- Developed measures to measure performance in first-year courses

ISSUE 2: RESEARCH, CREATIVE ACTIVITY AND SCHOLARSHIP

Memorial remains committed to fostering a vibrant culture of scholarly inquiry, where knowledge is created and transformed with excitement, creativity and rigour. All forms of research, creative activity and scholarship that are appropriate to the university's many and varied disciplines are valued. To sustain such a culture of inquiry, Memorial supports the individual scholar as well as encourages multi- and inter-disciplinary research collaborations. These activities are actively supported at all levels of the university community, with a view not only to advancing scholarly knowledge but also to having an impact on external communities at local, national and international levels.

The development of Newfoundland and Labrador remains central to research activity at the university. Equally important is how research activity is situated in global terms. To face the complexity of 21st century life, especially as technology increasingly informs the ways we understand and shape the world, Memorial is developing a research strategy that enables fruitful, cross-disciplinary approaches and the sharing of resources. A research strategy focuses and generates ideas as well as educates highly-qualified people in a manner that allows the province to flourish in the global knowledge-intensive economy.

External funding is vital for the research programs of many of Memorial's faculty. The university continues to seek new sources of external funding so that research carried out by faculty, staff and students can flourish in an environment committed to academic freedom and independent thought.

GOAL 3: By March 31, 2014, Memorial University will have enhanced its research profile and productivity.

OBJECTIVE 1: By March 31, 2012, Memorial University will have completed a strategic plan for research and creative activity and begun to implement the priority areas outlined in the plan.

Measure: Completed the plan
Implemented select plan priorities

Indicator: Completed the strategic plan for research and creative activity

- A strategic plan to support future research growth at Memorial was completed and was endorsed by Senate on September 13, 2011. The plan set out the following guiding principles:
 - Valuing and supporting the freedom of researchers to pursue research excellence that is based on their individual and collective intelligence, curiosity, ingenuity and creativity.
 - Valuing and supporting all aspects of research including scholarship and creative activities, as well as the translation of knowledge into products, practices and policies, and other forms of community engagement.
 - Valuing and supporting Memorial's special obligation to the people of Newfoundland and Labrador by supporting and building capacity for research excellence that:
 - Addresses needs and opportunities for our province.
 - Engages our researchers on matters of national and international significance.
 - Contributes to Memorial's teaching and learning environment through academic programs of national and international caliber.
 - Valuing and supporting overarching research themes that cut across academic units and address significant opportunities and challenges for which Memorial is particularly well-positioned to build nationally and internationally recognized research capacity.

The plan also identifies 10 strategic research themes that represent areas of existing research strength as well as new areas of significant research opportunity as follows:

- Aboriginal Peoples
 - Arctic and Northern Regions
 - Community, Regional and Enterprise Development
 - Creative Arts, Culture and Heritage
 - Environment, Energy and Natural Resources
 - Governance and Public Policy
 - Information and Communication Technology
 - Oceans, Fisheries and Aquaculture
 - Social Justice
 - Wellbeing, Health and Biomedical Discovery
- In addition to the university's overall research and creative activity plan (described above), the Office of Research and Development at the Marine Institute, in conjunction with the applied research unit directors, continues the development of its own strategic research plan and an implementation plan for this campus as part of its Vision 2020 planning process. Action items are currently being developed and implemented.

Indicator: Enhanced thematic interests, as set out in the strategic plan for research and creative activity, to: recognize Memorial's strengths and the strengths of each campus; support the needs of different regions of the province; and embrace global opportunities

- During 2011-12, the university and university community worked collaboratively with partners, including the Research and Development Corporation of Newfoundland and Labrador (RDC), to enhance research thematic interests. The examples below illustrate the significant efforts undertaken to build capacity in the thematic areas that have been identified:
 - C-CORE launched a major new initiative to help unlock the potential of the Arctic's rich – and largely untapped – natural resources. The Centre for Arctic Resource Development (CARD) was established with \$16.5 million in financial support from the Hibernia and Terra Nova projects and the Research and Development Corporation of Newfoundland and Labrador.
 - Dr. Fabien Basset in the School of Human Kinetics and Recreation was co-investigator on a recent study looking at the effects of long-term cold exposure on the ability to perform basic survival skills necessary to signal for help. Dr. Basset and his research team found that cognitive responses for memory, executive control, attention and spatial reasoning were largely unaffected. This work is relevant to key thematic areas of Arctic and northern regions; oceans, fisheries and aquaculture; and wellbeing, health and biomedical discovery.
 - Thirteen projects in the Faculty of Science received \$960,000 from the RDC. The GeoEXPLORE program is a new directed research program aimed at enhancing geoscience research and development (R&D) capacity, collaboration and innovation.
 - The Research and Development Corporation invested more than \$1.6 million to enhance research capacity at Memorial University's Faculty of Medicine and Faculty of Science. The funding comes from the Research and Development Corporation's academic programs which strengthen

Newfoundland and Labrador's research and development capacity and leverage funding from other sources. In total, the Research and Development Corporation's contribution will support 14 health-related research and development projects, enabling researchers to leverage more than \$3.5 million from other funding sources, including the Canadian Institute of Health Research (CIHR), the Atlantic Canada Opportunities Agency (ACOA), the Arthritis Society and Memorial University including its Genesis Group.

- "North Atlantic Forum, 2011: Culture, Place and Identity at the Heart of Regional Development", was an international conference held in St. John's. The conference examined global trends in regional development, technology and demographics and will feature global best practices in cultural tourism and cultural industries.
- The Marine Institute led a seafloor mapping project to assess the petroleum resource potential of western Newfoundland. The project focuses on seabed mapping as a tool to further acquire a greater understanding of the geological structures and petroleum potential of St. George's Bay.
- Dr. Sherrylynn Rowe, the newly appointed research scientist with the Marine Institute's Centre for Fisheries Ecosystems Research (CFER), was established at the centre to study aspects of population dynamics and conservation biology of marine fish populations.
- The Centre for Marine Simulation worked on projects to integrate ROV simulation with dynamic positioning and navigational simulation and to develop a tug simulator.

Indicator: Increased organization of research faculty and cross-disciplinary groups in the key thematic areas

- By establishing the thematic areas in its research plan, the university provided a focal point and strongly encouraged its many researchers and research entities to develop new cross-disciplinary initiatives. Organization of research faculty, and cross disciplinary groups, was enhanced in 2011-12 as demonstrated by the following examples:
 - A collaboration between faculty members in Human Kinetics and Recreation and the Faculty of Medicine focused on helping prevent the risk of falls for seniors. Dr. Jeanette Byrne is the lead researcher on a study "Fall prevention in seniors in the greater St. John's area: a qualitative and quantitative examination of a fall prevention program". With Dr. Michelle Ploughman (Medicine), she worked to identify the beliefs and experiences of seniors when it comes to fall risk and fall prevention.
 - A Harris Centre initiative led to the creation of the Fishery Policy group, a multi-disciplinary group of Memorial researchers and stakeholders with research interests in various aspects of the fishery, from policy and biology, to technology. This group will continue to meet, transfer knowledge and develop opportunities for interdisciplinary synergy.
 - The Offshore Safety and Survival Centre (OSSC) worked with Faculty of Medicine to develop research and development opportunities and courses that focus on human physiology, performance and safety in extreme environments.
 - Representatives from the Faculty of Science and the Marine Institute formed an Aquaculture Working Group to develop an aquaculture strategy for Memorial University.
 - In partnership with the Labrador Institute, the Centre for Fisheries Ecosystems Research (CFER) worked towards recruiting a freshwater Aquatic ecologist who will be stationed in Goose Bay, Labrador. This person will be responsible for establishing freshwater and estuarine research priorities for the region, supervising students and providing a development/coordination role in the region for other CFER research initiatives.

Indicator: Increased organization of collaboration with researchers from outside the university (both public and private sector)

- During 2011-12, the university worked to increase organization of collaboration with researchers from outside the university (both public and private sector). Examples illustrating these efforts include:
 - Work on the Yaffle.ca expansion project to extend the capabilities of Yaffle.ca, Memorial's online engagement tool, was completed. Yaffle was expanded to include expertise and knowledge from both the College of the North Atlantic and professional and sectoral associations across the province. The new functionality will help support interdisciplinary and inter-institutional collaboration.
 - Memorial joined the Heart and Stroke Foundation Centre for Stroke Recovery (CSR), becoming its first partner outside Ontario. The CSR is a unique, multi-site research institute dedicated solely to innovative research into ways to promote faster, more complete stroke recovery. Its ultimate goal is to dramatically improve the lives of stroke survivors and their families by learning more about how people recover from stroke at the molecular, cellular, functional and cognitive levels. Memorial was selected as the first expansion site because of their track record in stroke recovery research arising from their strategic focus on this area, both at the institutional level and within the Faculty of Medicine.
 - Memorial University became part of a new international research team that has just been launched to develop ways to involve non-academics in the research process.
 - Memorial's Leslie Harris Centre of Regional Policy and Development, engaged in a project with the Canadian Rural Revitalization Foundation, Municipalities Newfoundland and Labrador (MNL) and faculty members from Memorial's Department of Geography and the University of Kentucky. Rural Urban Interaction Newfoundland Labrador – Understanding and Managing Functional Regions, is a collaboration project with the objective to identify more effective ways of organizing economic development efforts in the province.
 - Researchers at Memorial University's Faculty of Medicine collaborated with BC Cancer Agency scientists to solve the genetic mystery of a disease affecting a local family. A collaboration of researchers at Memorial University and at the BC Cancer Agency was able to utilize next generation sequencing of the whole protein-coding region of the genome to identify a specific gene mutation. The discovery clarified that what had appeared to be two diseases was one caused by a single genetic mutation.
 - The Humber River Basin Project funded seven projects, which created seven new research relationships/collaborations.
 - The OSSC collaborated with researchers from across Canada and in the US, and formed the Maritime Arctic Survival Science and Engineering Research Team (MASSERT). The objective of MASSERT is to perform research and development that enhances health and safety, operational performance and emergency survival for people working and travelling in the Arctic and harsh ocean environments.
 - The OSSC entered the third year of a collaboration with European partners (including University of Greenwich and University of Strathclyde) to better understand human performance during evacuation from large passenger ships.

- ▶ The Marine Institute continued work to strengthen its relationship with the University of Rhode Island (URI) and the Woods Hole Oceanographic Institute (WHOI). The institute has agreed to share with WHOI the data that will be collected during the North Atlantic transits of the Celtic Explorer as part of the CFER acoustic cod survey. WHOI will use this data to help plan its North Atlantic research program for the upcoming season.
- ▶ The Ocean Innovation 2011 Conference was held in October in Iqaluit, Nunavut, where representatives of Northern communities, scientists, policy makers and business people met to discuss the challenges and opportunities pertaining to development of ocean resources, sovereignty, climate change and maritime infrastructure in the North.
- ▶ The School of Fisheries, the Centre for Marine Simulation (CMS), DELTS and industry partner VMT continued to collaborate on a fishing vessel stability simulator funded by SARNIF through the Canadian Council of Professional Fish Harvesters (CCPFH).
- ▶ Marine Institute, through the SmartBay ocean observation initiative, expanded the SmartBay Automatic Identification System (AIS); this project was made possible through a financial contribution from Vale Newfoundland and Labrador.
- ▶ Centre for Sustainable Aquatic Resources, Centre for Aquaculture and Seafood Development and the Centre for Applied Ocean Technology (CTec) and industry partner Ocean Choice International continued to collaborate on an NSERC-funded research project targeted at improving the sustainability and profitability of the Yellowtail fishery.
- ▶ In early November, CTec completed the following: ocean mapping activities on the west coast of the island in partnership with Natural Resources Canada; extensive mapping and current monitoring program in the Fortune Bay/Bay d'Espair area on behalf of the provincial Department of Fisheries and Aquaculture; and a seafloor mapping and bottom classification effort off Conception and Trinity Bays on behalf of the Northern Shrimp Research Foundation.
- ▶ CTec worked with Centre for Aquaculture and Seafood Development (CASD) and Newfoundland and Labrador Aquaculture Industry Association to develop and implement an ocean monitoring network for inner Fortune Bay.
- ▶ CTec worked with the Grenfell campus of Memorial and the Humber Arm ACAP to define and implement an environmental monitoring infrastructure project for Humber River Basin and Bay of Islands (Code name: SmartBasin). The project proposal was approved by the Department of Innovation, Business and Rural Development in March, 2012.
- ▶ Grenfell, the Canadian Forest Service-Natural Resources Canada, and the Department of Natural Resources signed a tri-partite memorandum of understanding for increased co-operation and engagement on boreal forest ecosystem research. A \$2.5 million project was established to map wood fibre. The project encompasses local, regional and national partners.
- ▶ A series of "Agricultural Kitchen Table" events were organized and are bringing together a wide range of partners and organizations from the west coast who are working in the agri-foods sector. These events are designed to assist in defining a set of focus areas for this emerging sector, encouraging collaborative work in agri-foods and positioning Grenfell campus as a central coordinating institution in moving this focus area forward.

Indicator: Enhanced development of new sources of seed and start-up funding for development of new research initiatives, partnerships and collaborations

- During 2011-12, the university worked with partners, including the federal and provincial governments, to develop new sources of seed and start-up funding. Examples of success in new research initiatives, partnerships and collaborations include the following:
 - The Research and Development Corporation of Newfoundland and Labrador and ABS of Texas recently announced a combined \$600,000 investment for the ABS Harsh Environment Technology Centre and associated research program in the Faculty of Engineering and Applied Science. This investment will fund research on how ship and offshore structures can be improved to work more effectively in volatile ocean conditions, such as the North Atlantic.
 - Twenty Memorial University students received funding for research related to this province's growing ocean industries sector, through the Research and Development Corporation Ocean Industries Student Research Awards competition.
 - In total, nine doctoral, nine masters and two undergraduate students received \$835,000 in support of their ocean-related research over a three-year period.
 - New funding from the Natural Sciences and Engineering Research Council of Canada (NSERC) pumped over \$1.3 million into research projects at Memorial University during 2011-12. The funding falls under the NSERC's 2011 Discovery Grant, Discovery Accelerator Supplements and Research Tools and Instruments programs and was announced in late June. At Memorial, 35 researchers from Earth Sciences, Engineering and Applied Science, Biochemistry, Mathematics and Statistics, Geography, the Ocean Sciences Centre, Medicine, Biology, Chemistry, Computer Science, Physics and Physical Oceanography and Business Administration received awards. Of the Memorial researchers who received Discovery Grants, three received a Discovery Accelerator Supplement: Dr. Rodolphe Devillers, Geography, Dr. Kurt Gamperl, Ocean Sciences Centre, and Dr. Michiru Hirasawa, Medicine. These researchers were considered to be top-ranked researchers who show strong potential for becoming international leaders in their respective fields.
 - A \$2 million investment was issued by Statoil Canada and the Research and Development Corporation to boost Memorial University's research expertise in reservoir engineering.
 - Under a general theme of fisheries ecosystems research, the implementation of the Centre for Fisheries Ecosystems Research (CFER) resulted in expenditures of \$1.3 to 1.5 million in 2011-12. Other projects were initiated with external funding support for ecosystem research, as follows:
 - Department of Fisheries and Aquaculture projects, \$125,000.
 - The Capture Fisheries Network Fisheries, Closures in Ecosystem Management, \$80,000.
 - NSERC, Hydronet – A national research network to promote sustainable hydropower and healthy aquatic ecosystems, \$61,000.
 - NSERC, Ecology of depleted fish stocks: a comparative approach, \$144,350 over 5 years.
 - The Institute for Biodiversity, Ecosystem Science and Sustainability (IBES), Smith Sound cod sustainability, \$20,000, enhancement of acoustic survey research for cod stocks.
 - An investment of \$397,000 was received from the Department of Innovation, Business and Rural Development to support growth of the applied research capacity of the School of Ocean Technology at the Marine Institute.
 - The Canadian Institutes of Health Research (CIHR) funded a research project which involves the Labrador Institute in a multidisciplinary partnership with the School of Social Work, MUNmed, Community Health and Humanities, and Labrador-Grenfell Health. The project consults with

community partners (Nunatsiavut Government's Department of Health and Social Development, the Sheshatshiu Innu First Nation and the Mushuau Innu First Nation) on examining risk factors related to suicide, local knowledge about mental health and healing, and strategies for suicide prevention.

- The Labrador Institute continued its efforts to lever external funding to develop a new research facility in North West River, enhance existing facilities in Goose Bay, acquire equipment to support field research, equip the new facilities with laboratory equipment and recruit highly qualified people to work on a variety of projects. Over \$7 million in funding has been leveraged since 2008.
- \$5 million was secured under the Atlantic Gateway Initiative to enhance the existing SmartBay initiative in Placentia Bay, to expand SmartBay to four locations in Newfoundland and Labrador and to extend the Marine Institute's research vessel, the Atlanticat, to expand its capability and capacity.

Indicator: Increased organization of services and systems that enable research activity and the ability to assess the impact and benefits of research, participation levels, as well as the levels of funding received

- During 2011-12, the organization of services and systems were increased in the following ways:
 - The Office of Research Services (ORS) implemented ROMEO, a web-based tool that allows for tracking data related to research funding. Deploying ROMEO has significantly enhanced capacity in ORS to assist a greater variety of units in obtaining data that will inform ongoing outcome measurement studies.
 - Work was completed toward developing an inventory of provincial, national and international research and development support programs.
 - Educational sessions for faculty involving research funding opportunities and post award administration were organized.
 - Discussions regarding open education policies took place and open initiatives were led by DELTS and Memorial Libraries. While the development of a university-wide Open Education Resource (OER) policy is in the very preliminary stages, substantial work was completed in the provision of teaching, learning and research materials freely to the public. This is in effort to fulfill Memorial's social responsibility to share the wealth of educational and research resources it develops with the citizens of the province and beyond.
 - DELTS designed and developed Memorial's premiere learning object repository (LOR) under the premise of supporting the philosophy and practices of Creative Commons. Creative Commons is an infrastructure which provides everyone with a simple, standardized way to secure copyright while allowing certain uses of their work; a "some rights reserved" approach that makes content accessible.
 - Web content services, in conjunction with CCwebworks, continued to support, enhance and enrich the university's web site in 2011-12, including:
 - Development of a mobile version of the main university website and for all university departments.
 - Development of new functionality for departments to share news and events.
 - Assisted faculty members in development of web profiles.

- Initiatives were undertaken to establish a closer alignment between Marine Institute and Memorial to accommodate the unique capabilities and operating model of the institute within Memorial's administrative framework, including participation on the Strategic Research Plan committee and the newly reconstituted Research Council.
- The Marine Institute and the QEII Library engaged in a pilot program implementing a Content Management System (CMS) built with higher education end-users in mind. The CMS allows for ongoing feature enhancements and growth as the needs of end users change. Planned assessment of institutional CMS requirements will drive recommendations for Memorial's online strategy.

SUMMARY

Memorial University has completed a strategic plan for research and creative activity and has begun to implement the priority areas outlined in the plan. The plan calls for increased collaboration within the university and with partners in the external community. The results provide practical and tangible benefits to the province and beyond. The ongoing challenge is that the growing efforts require significant increases in the level of research funding that the university attracts from granting councils and industry.

LOOKING FORWARD TO 2012-2013

OBJECTIVE 2012-2013: March 31, 2013, Memorial University will continue to implement select priority areas identified in its research plan.

Measure: Implemented select plan priorities

Indicators:

- Continued efforts to enhance the development of thematic interests
- Pursued cross-disciplinary initiatives in thematic areas
- Increased collaboration with researchers from outside the university (both public and private sector)
- Continued to enhance development of new sources of seed and start-up funding for development of new research initiatives, partnerships and collaborations
- Enhanced research activity services and systems

ISSUE 3: NEEDS OF THE PROVINCE

Memorial has played a major role in the development of the province and remains committed to its cultural, social and economic needs. The university's involvement with regional and rural development in the province dates back to at least the early 1960s. Education and research projects undertaken by the Marine Institute, the Faculty of Education, and the Institute for Social and Economic Research and Coasts Under Stress, to name just a few, continue to build on this tradition of service.

Memorial takes its expertise out to the communities of Newfoundland and Labrador, and beyond, for purposes of learning more about the challenges people face and raising awareness of the value of a highly educated population. These purposes are being fulfilled in a number of ways.

The university forges stronger linkages with its traditional partners, seeks out new opportunities for collaboration and continues to work to bring people together in the province and beyond in innovative ways.

GOAL 4: By March 31, 2014, Memorial University will have enhanced the delivery of university educational opportunities in the province.

OBJECTIVE 1: By March 31, 2012, Memorial University will have commenced select opportunities, initiatives and partnerships to enhance the delivery of university education.

Measure: Commenced opportunities
Commenced initiatives
Commenced partnerships

Indicator: Improved engagement of the university community and its stakeholders in identifying delivery opportunities

- Memorial University worked towards developing a Public Engagement Framework that will guide priority-setting and decision-making across the university to foster public engagement. A draft framework was developed in an engaging way, consulting with over 900 people (from both Memorial and the public) since last September, 2011. Comments on the draft framework are being solicited; the revised draft will be reviewed by Senate on June 22nd for endorsement, then it will go to the Board of Regents. All of the stakeholders noted for this indicator have been involved in the Engagement Framework's development. The Office of Engagement has also facilitated meetings between representatives of Memorial and some of these stakeholders, looking at establishing ongoing partnerships:
 - November, 2011 – Memorial and Shorefast Foundation (community organization).
 - December, 2011 – Memorial and College of the North Atlantic.
- Interprofessional Education (IPE) brings together health and social professional students to learn with, about and from each other with the objective of improving their ability to provide collaborative care to the population of Newfoundland and Labrador. Practice settings were identified and engaged in which these students do placements and work with both preceptors and practicing teams to increase safe, collaborative and patient-centered practice through education and support Interprofessional Teams in Practice, Building Collaborative Interprofessional Teams and Continuing Interprofessional Education. This work has resulted in the development of numerous partnerships including all four Regional Health Authorities in the province as well as community agencies such as the Eating Disorder Foundation of Newfoundland and Labrador, AIDS Committee of Newfoundland and Labrador and the Canadian Mental Health Association - Newfoundland and Labrador Chapter.

- E-Lessons are an example of an initiative engaging the community in delivery opportunities in education. It is a project designed to teach music lessons to high school students in remote areas of Newfoundland and Labrador, as well as establish best practices for teaching applied music remotely. The project, which saw Memorial's graduate students deliver the lessons, was managed by the School of Music and supported by DELTS. The project concluded with a summative event for participants on the St. John's campus. All lessons were captured digitally to populate a database for analysis of pedagogical strengths and weaknesses.
- The Marine Institute worked as part of a team that is producing an electronic simulator program to support distance education training for fish harvesters in fishing vessel stability. Using the interactive aspects of the e-simulator, fish harvesters will be able to work through the program at their own pace on their home computers.

Indicator: Increased activities relating to connections and partnerships with College of the North Atlantic and the K-12 system as well as other organizations such as regional development boards, provincial government, federal government, private business, community organizations and research foundations

- The Rural-Urban Interaction in Newfoundland and Labrador project was a collaborative effort between the Canadian Rural Revitalization Foundation (CRRF), Municipalities Newfoundland and Labrador (MNL), Memorial's Department of Geography, and the Harris Centre. The project used Geographic Information Sciences to map community linkages within the province, assessed governance structures, developed a new online labour market attractiveness/economic competitiveness comparison tool to assist regional and community planners (the Regional Economic Capacity Indicator) and collaborated with MNL to ensure the transfer of learning and best practices to inform policy and programs for all orders of government.
- The Newfoundland and Labrador (NL) Grid is a teaching and learning platform using the 3D virtual world, Open Simulation. The immersive nature of 3D virtual worlds provides opportunities in which people learn, work and play. Commencing Winter 2012, DELTS hosted and recruited contributors, and supported the NL Grid on behalf of the K-12 provincial partners. Participants can interact with others, create simulation where people can role-play, and create teaching/learning environments where learners can explore, discover and interact with others and engage in activity. The NL Grid project is open to Newfoundland and Labrador organizations that have a teaching/learning mandate including the K-12 education system, the College of the North Atlantic and Memorial University.
- Yaffle.ca received support to extend beyond Memorial. Once the development is complete, both the College of the North Atlantic and general users will be able to submit their current projects and expertise making it easier to develop connections between the institutions and with individuals and organizations province-wide.
 - It will help give a more complete snap-shot of what projects are happening in Newfoundland and Labrador.
 - It will make it easier for people to find existing projects and expertise related to a wide range of areas and subjects.
 - It will allow further engagement between the College of the North Atlantic and Memorial University.
- In June, 2011, Memorial University joined the Math-Bridge project as an associated partner; the first North American University to do so. Math-Bridge is an e-learning platform for online courses in mathematics developed through a joint effort of nine universities from seven European countries. DELTS is working closely with the Faculty of Science on integrating Math-Bridge within regular

academic activities, contributing content and learning materials to the Math-Bridge platform and supporting functionality of the service. DELTS will also serve as a liaison with partners for deployment to the provincial college and secondary education system.

- DELTS established a collaborative relationship with provincial public education partners to build a resource sharing community that ensures the creation and sharing of quality support resources for teaching with technology across the K-12 public education system. Dubbed the Teaching with Technology Community, members of Memorial University, the College of the North Atlantic and the provincial government's Centre for Distance Learning and Innovation have come together to create a network of like-minded individuals who focus on continual improvement as they support faculty in their integration of technology in teaching and learning.
- DELTS developed a searchable repository to assemble approximately 40 plus years of educational media. The repository, now called 'stor', is due to be launched to educators in the province's public education system (K-12) by Fall 2012. Through the use of collections and communities in stor, users will be able to find learning objects to re-use, re-purpose or inspire other objects suitable to their learning activity. Stor has been seamlessly integrated into the Learning Management System, Desire2Learn, which is used by all provincial educational partners.
- The Marine Institute hosted a number of events for junior and high school students including:
 - A two-day mini-enrichment program in sustainable aquaculture for junior high school students. The students took part in visits to the cod hatchery at the Oceans Sciences Centre in St. John's and a tour of the Marine Institute's aquaculture labs and plant.
 - The MATE ROV competition in May, 2011, with 14 high schools participating from around the province.
 - The MATE ROV Scout competition in April, 2011, with twenty-six junior high school teams participating from around the province.

Indicator: Increased communication with all areas of the province to address the needs of different regions and communities

- Memorial's Harris Centre organized 10 synergy sessions in 2011-2012 with a range of topics, including: The Changing Public Policy Landscape in Canada, and How Universities Must Adapt; The Changing Role of the Public Servant; Hitchhiking on the Information Highway: Knowledge Mobilization; Quality Versus Quantity in Enterprise Policy: How Do We Get More High-Growth Firms; Sustainable Planning for Newfoundland and Labrador Municipalities: The Vision, the Reality and the Need; Minetown, Milltown, Railtown, No Town: Community Benefits and Impacts from Resource Development; Research and Development and Innovation in Newfoundland and Labrador: How Does it Compare? Poverty Reduction in Alberta: Lessons for Newfoundland and Labrador; Using Local Knowledge to Develop a Sustainable Fishery: Insights from Change Islands; Our Forgotten Energy Megaproject: Putting Energy Efficiency to Work for Newfoundland and Labrador. Over 500 people from across the province participated in these sessions in person, or via the web.
- DELTS produced a single-authored DVD in both English and French that promotes the Department of Education's Service Delivery Model for Students with Exceptionalities. The DVD contains 19 5-6 minute video clips that support professional learning for teachers regarding the K-12 service delivery model and how it interplays with department initiatives such as inclusion, differentiated instruction, and co-teaching.

- The Special Advisor to the President for Aboriginal Affairs met with aboriginal leaders throughout the province to build the relationships needed to facilitate the development of enhanced services for aboriginal students at Memorial.
- DELTS produced a bilingual informational DVD for Fisheries and Oceans Canada on coral/sponge conservation. The DVD primarily targeted fish harvesters in the province, but will also impact harvesters across Canada.
- There is continued effort to increase presence of distance education in Labrador through advertising.

Indicator: Identified opportunities and initiatives to enhance university outreach and lifelong learning initiatives

- Memorial's Harris Centre arranged four regional workshops and eight public policy forums in 2011-2012. The forums covered a range of topics, including: Regional Cooperation in the Northeast Avalon: What Does the Future Hold?; A Prosperity Plan for Newfoundland and Labrador; Manufacturing and Regional Development: Opportunities and Challenges for Newfoundland and Labrador; Regional Cooperation in Southern Labrador: What Does the Future Hold?; How the Media Deal with Mental Illness; Muskrat Falls: the Best Option?; Business Clusters and Regional Development: Fact or Fashion? Grand Banks Natural Gas: A Source of Electricity for the Island of Newfoundland. The regional workshops were held in Seal Cove, Gander, Port Hope Simpson and Port Blanford. The public policy forums were held in Conception Harbour, St. John's (4), Gander, Port Hope Simpson, and Arnold's Cove. Approximately 2,000 people from across the province participated in these sessions in person or via the web.
- In 2011-12, Memorial's Office of Alumni Affairs and Development (AAD) continued to refine and implement a long-term plan to enhance alumni engagement. The unit worked to build alumni services, enhance links between alumni and their academic units and the university more broadly as well as increase the number and variety of alumni events. To that end, activities included:
 - AAD further developed the national award-winning Affinity Newfoundland and Labrador (ANL) event program, increasing attendance and corporate community participation for individual events. In total there were over 1,100 guests in four of the five target cities (Calgary, Toronto, Ottawa, Halifax and London, England).
 - In addition to the Affinity Newfoundland and Labrador program, AAD hosted over 70 events and programs in cities in Canada, the United States, and the United Kingdom, through the following programs: Family, Personal Development, Professional Development, Reunions, and Social/Networking.
 - Alumni outreach efforts focused on the improved use of social media such as Facebook, Twitter and LinkedIn, which are experiencing rapid growth and enabling enhanced engagement with young alumni in particular.
 - AAD continued to focus its efforts on building reunion programming within faculties. The summer of 2011 saw 15 reunions, two of which celebrated 50-year milestones.
 - Much of the focus of AAD over the past year has been on the planning and development of Memorial's first ever all-campus, all-faculty, all-years Reunion - Reunion 2012, 'havin' a time'. Over 140 volunteers from the private sector, community and internal to Memorial worked to develop over 75 unique events to be held during the reunion, August 8-12, 2012.
 - An electronic-based "lost alumni" marketing campaign was executed the Fall of 2011. This social media campaign substantially increased the number of contactable alumni in our database by

encouraging Memorial's alumni to provide their up-to-date contact information. This program will also enhance fundraising efforts.

- The Alumni Affairs operating budget was enhanced through partnerships and almost \$230,000 was secured for events through sponsorships, enabling AAD to substantially expand the reach of our alumni programming as well as the quality of those efforts. Funds remaining after cost recovery for these events were applied to scholarships.
 - AAD launched a new web presence. Stage one, launch of the website with a new look and feel, was completed early in 2012. It is expected that this project will be completed mid-2012.
 - The Capital Campaign made excellent progress and a public launch was held on November 1, 2011 with a total of \$36.5 million having been raised as of that date. This major fundraising initiative is the university's largest to date with a private sector working goal of \$50 million. The campaign is currently on target to meet or exceed that goal and is expected to wrap up in 2012-13. As of March 31, 2012 the total raised for the Dare To campaign was just over \$45 million.
 - In 2011-12, philanthropic donations to Memorial exceeded \$20 million dollars representing an increase of 111 per cent over the previous year which was just over \$9.5 million. When gifts and multi-year pledges are considered the total increases to \$36.4 million, representing an increase of 33 per cent from 2010 - 2011.
- In November, a group of Grenfell campus researchers, educators and administrators visited the Labrador Institute in Happy Valley – Goose Bay. While in the area, they took part in meetings that facilitated an exchange of ideas with Labrador Institute staff around possible collaboration opportunities between Grenfell campus and the Labrador Institute. The group took part in several trips around the area as well as a visit to the new research facility in North West River.
 - The Division of Lifelong Learning delivered a Certificate in Leadership in Goose Bay and Labrador City, in collaboration with the Labrador Institute.
 - Grenfell's Division of Community Education and College Relations served approximately 3,000 western region residents in personal and professional development and recreational programming during the year with more than 500 programs delivered.
 - Departments of Fine Arts and Anthropology prepared for a third conference on image and the aboriginal identity. The conference is organized by Charlotte Jones (Art Gallery Director) and Angela Robinson (Anthropology) and it features workshops and seminar sessions with aboriginal and non-aboriginal artists and academics.
 - As a member of the Placentia Institute of Newfoundland Studies, DELTS worked to develop a proposal for the creation of a set of applications for mobile devices to allow users to retrieve, access, contribute and share information about the town. The mobile applications would be an interactive way for visitors, students, teachers and residents to experience, explore and learn about the history, heritage, discoveries, stories and points of interest in the area.
 - Working with Memorial's English Language Research Centre, DELTS worked to develop interactive web technologies for "An Interactive Dialect Atlas of Newfoundland and Labrador English". This project will transform existing digitized language resources on regional diversity in Newfoundland and Labrador English into a dynamic learning tool of interest to the general public, students and teachers in the K-12 school system, heritage groups and scholars from various disciplines.
 - The Offshore Safety and Survival Centre (OSSC) developed new industrial response courses in the areas of: Technical Rescuer – Support Personnel; Interior Live Fire Training; Hazardous Materials

Response – Support Personnel; Technical Rescuer – Support Personnel; Interior Live Fire Training; and Hazardous Materials Response – Support Personnel. The OSSC also developed new marine first aid courses which have been accredited by Transport Canada.

- The Marine Institute opened its first regional fisheries and marine centre in Lewisporte to promote capacity development in education, training and applied research. Funding was contributed by the Governments of Canada and Newfoundland and Labrador for the initiative.
- The School of Maritime Studies ran a successful offering of the Bridgewatch program in Lewisporte last year and has plans for another offering in 2012, along with its Marine Diesel Mechanics program.
- The Marine Institute Ocean Net engaged youth and community volunteers in educational discussions, special events and beach cleanups through the Friends of Beaches (FOB) Network.

Indicator: Increased enrolment of non-traditional students

- In 2010-11, Memorial undertook a variety of initiatives to increase enrolment of non-traditional students. The number of students attending Memorial over the age of 25 grew about 3.3 per cent from 5,054 in 2010 to 5,220 in 2011. The number of declared aboriginal students enrolled in graduate and undergraduate programs increased 17.7 per cent from 480 students in 2010 to 565 students in 2011. Examples of the initiatives undertaken to increase enrolment included:
 - The Special Advisor to the President for Aboriginal Affairs worked with the university community on an inclusive admission policy that involves designated seats for aboriginal students in a number of faculties and schools. To date designated seats have been established or committed in Medicine, Nursing Education, Business, Human Kinetics and Visual Arts, and Marine Institute programs. The Special Advisor has also been working with a variety of groups to enhance scholarship opportunities and the services available to aboriginal students.
 - Research was completed on brand reputation among 16-22 year olds in Newfoundland and Labrador and Nova Scotia. Prospective post-secondary students in Nova Scotia are generally aware of Memorial University but appear to lack familiarity with the university in terms of the courses/programs offered and the facility itself (i.e. campuses).
 - To support enrolment of aboriginal students, the university developed an on-campus Aboriginal Student Centre and pan-university aboriginal advisor position.
 - The Marine Institute worked with partners, such as Nunavut Arctic College to deliver training courses in the North, including Small Vessel Operator Proficiency, Marine Emergency Duties, First Aid, ROCMC, and Bridgewatch and in rural Newfoundland and Labrador including Fishing Masters, Marine Emergency Duties and Fishing Observer.
 - The Marine Institute worked with the College of the North Atlantic to explore the potential of offering a pilot delivery of the Bachelor of Technology program at their campus in Qatar.
 - In 2011-12, the Marine Institute had its first graduates from the Fishing Master IV program and from the new Officer of the Watch for Fishing Vessels program in Iqaluit. Both programs are nationally recognized and meet the standards set by Transport Canada – Marine Safety.

SUMMARY

Memorial University has commenced select opportunities, initiatives and partnerships to enhance the delivery of university education. The university's campuses and their individual units and researchers are engaged in a variety of activities on their own and through collaborative partnerships with internal and external stakeholders. Memorial continues to build strong links with the community, especially in rural areas of the province, in recognition of the distinct role Memorial must play in the social, cultural and economic development of the province.

LOOKING FORWARD TO 2012-2013

OBJECTIVE 2012-2013: By March 31, 2013, Memorial University will have continued select opportunities, initiatives and partnerships to enhance the delivery of university educational opportunities in the province.

Measure: Continued opportunities
Continued initiatives
Continued partnerships

Indicators:

- Continued engagement of the university community and its stakeholders in identifying delivery opportunities
- Continued activities relating to connections and partnerships with College of the North Atlantic and the K-12 system as well as other organizations such as regional development boards, provincial government, federal government, private business, community organizations and research foundations
- Continued communication with all areas of the province to address the needs of different regions and communities
- Continued to identify opportunities and initiatives to enhance university outreach and lifelong learning initiatives
- Further increased enrolment of non-traditional students

GOAL 5: By March 31, 2014, Memorial University will have enhanced its international profile and undertaken activities and initiatives to increase international student enrolment.

OBJECTIVE 1: By March 31, 2012, Memorial University will have completed an international strategic plan, and commenced implementation.

Measure: Completed international strategic plan
Commenced implementation of the plan

Indicator: Completed the international strategic plan

- Work on the international strategic plan has taken longer to complete than originally anticipated. As such, the plan was not completed in 2011-12. This is due to three primary factors: (1) an external consultant's report on internationalization at Memorial was received later than anticipated and well into 2011-12; (2) extensive consultations and effort required to develop the Research Framework and Public Engagement Framework documents in 2011-12; and (3) development of a new strategy for the Harlow Campus as a basis for a pilot project on providing access to UK students for Memorial courses and programs. The three framework documents, the consultant's report, and the Harlow strategy will all inform the development of an international strategic plan. Although the plan was not completed in 2011-12, significant work in support of internationalization did occur, including:

- The International Centre continues to liaise frequently post-report with the consultant on emerging trends in the international education sector internationally and nationally.
- The acting director of the International Centre accepted a position on the Board of Directors of the Canadian Bureau for International Education (CBIE), allowing Memorial to stay abreast of emerging opportunities in Brazil (Science Without Borders Scholarship program) and national trends in international strategic planning.
- The International Centre collaborated with the provincial government (Department of Advanced Education and Skills and Department of Innovation, Business and Rural Development) on international education sector business development initiatives. The collaborative activities ensure that international education is coordinated and strategic, fitting needs of the university and the province – better informing the framework for our international strategic plan.
- The acting director of the International Centre was the only representative from the province to participate in the pan-Canadian International Strategic Plan development, and is often sought out by national organizations and federal agencies to bring an Atlantic point of view to various tables.
- Grenfell campus commissioned and received a consultant report on an internationalization plan.

Indicator: Enhanced international recruitment efforts at the graduate and undergraduate levels

- During 2011-12, international recruitment efforts were enhanced as follows:
 - The director of the Office of Student Recruitment, travelled to Zimbabwe to participate in recruitment fairs and a pre-departure orientation for students coming to Memorial this year.
 - The School of Graduate Studies enlisted foreign social media sites to recruit worldwide.
 - Significant planning work was completed on a marketing and communications strategy. Its objective is to inform and excite selected local, regional, national and international audiences about the existing and emerging strengths of Memorial University in the marine and ocean sector and Memorial's activity and involvement in Labrador.
 - Marine Institute (MI) International was tasked with designing/implementing a new pilot program to use international recruitment agents, including drafting all relevant documentation. Initiative involves regular collaboration with Memorial's Office of Student Recruitment on international recruitment policies/procedures.
 - The number of international students at the Marine Institute continued to increase. There are currently 22 international students at the institute not including 33 Chinese BTech students (through partnerships with Chinese universities). Effective strategies to increase international student numbers include:
 - Preparing successful bids on international scholarship competitions (Caribbean region).
 - Developing new scholarship program participation (Brazil).
 - Developing student partnership program (India and China).
 - Developing new 2+2 and 3+1 programming arrangement.
 - Exploring new markets and institutional partners (India, Hong Kong, Caribbean).
 - Integrating international recruitment into mobility programs and project initiatives.
 - Building reputation through international development project activity.
 - The International Student Advising Office and MI International continued to build a closer working relationship to better serve the institute's international students.

- The Marine Institute participated in a recruitment initiative in China promoting in particular the Joint Diploma/Applied Degree in Food Technology.
- The School of Fisheries Joint Diploma/Degree in Food Technology proved attractive in Canada and internationally. There are currently three international students enrolled at the Marine Institute (China and Jamaica). In addition the program is now jointly offered with Jiangnan University in Wuxi, China, arguably the top food technology university in the country.
- Edward Addo (Tourism Studies) was granted \$60,000 through the Strategic Internationalization Fund to promote advanced diploma in tourism studies in Ghana. This has resulted in four applications from Ghana (Fall 2012).
- At the Newfoundland and Labrador booth at the NAFSA Expo in Vancouver 2011, Memorial's delegation included reps from St. John's, Grenfell and Marine Institute, who could promote the full range of our degree and diploma offerings (http://www.international.gc.ca/education/assets/pdfs/international_conferences-congres_internationaux-eng.pdf). Key activities included:
 - The delegates met with 164 new contacts in the Expo Hall.
 - The mission was supported by ACOA, AET, and SIF.
 - Thirteen new partnerships were established to benefit the three campuses.
 - Two international institutions made site visits to the province following NAFSA in order to solidify relations and develop further collaborative opportunities (2+2 academic pathway and internship placements).
 - Countries targeted at NAFSA 2011 were India, Korea, Brazil, Russia, the United Kingdom, Sweden and Spain.
- International Centre obtained funding from the International Business Development Agency to lead a pan-Atlantic, education and training sector mission to Brazil (Sao Paulo, Recife, and Brasilia) for both direct student recruitment and international business development in training and consulting.
- Overall, Memorial currently has approximately 1,600 international students including students enrolled in English as a Second Language (ESL). These students represent over 90 countries across the globe. Some of the major contributors include China, India, Zimbabwe, and Middle Eastern countries such as Saudi Arabia and Libya.

Indicator: Increased international components in curriculum and programs as appropriate

- Many students who come to Memorial are interested in pursuing competitive fields such as business and engineering. Programs such as the Faculty of Business 2+2 program, where students complete two years of post-secondary education in China and two in St. John's at Memorial, welcome international students into specific academic focuses.
- The Marine Institute sponsored a third-year Marine Environmental student to travel to the Arctic in August as part of "Students on Ice". The program provides youth from across Canada and the world with ship-based educational adventures to the Arctic and Antarctica with a mandate to educate and inspire a new generation of polar scientists, researchers and environmental leaders.
- The School of Fisheries and MI International collaborated on an "International Seminar Series" within its Masters in Fisheries Resource Management program. Delegates from Malawi (and MI International) presented on the Malawi fisheries sector and developments in international fisheries management.
- The School of Fisheries developed a training course in British Retail Consortium Global Standard for Food Safety.

- The School of Maritime Studies made a number of short course offerings, particularly for Passenger Safety Management and Specialized Passenger Safety Management, due to regulatory changes. Further growth is anticipated in the next few years in a number of areas due to changes in the international standards – Standards for Training and Certification of Watchkeepers (STCW).
- A number of graduate students supervised at the Marine Institute had papers published in international peer-reviewed journals.

Indicator: Enhanced opportunities for Memorial students to study internationally

- In Fall 2011, a study was undertaken with a mandate to explore the feasibility of expanding the delivery options at Memorial's Harlow campus to include distance and hybrid models for international students, particularly from the United Kingdom (UK) and Europe (EU). The report concluded that these delivery options were feasible and made recommendations in order to achieve this goal. As a result of this renewed focus on the Harlow campus, a new interim director was appointed with responsibility to strengthen linkages between the Newfoundland and Labrador campuses and Harlow and to implement the recommendations of the study. This renewed focus will result in increased study abroad opportunities for Memorial students, new UK/EU students enrolling in Memorial programs and new cooperative opportunities with UK educational institutions.
- Memorial's campuses worked to streamline and make more efficient and responsive administrative policies and procedures with respect to student travel abroad.
- The International Centre and DELTS collaborated on a Desire2Learn module for pre-departure orientation for students going abroad under any kind of Memorial program. The module recently won a national award for innovation.
- The International Union of Geological Sciences program was used to support some study, work and research abroad opportunities for Memorial students, on all campuses.
- The Going Global Grant, funded through the university's Strategic Internationalization Fund (SIF), and managed by the International Centre, provided 10 Memorial graduate students \$3,500 in funds to defray costs related to carrying out research in developing countries. For example, a Memorial Master of Business Administration student recently had the opportunity to travel to South America to conduct field research on the social and environmental impact of mining activities by Canadian companies in developing countries. This funding has been renewed through SIF for the 2012-13 academic year.
- Memorial enhanced its profile in Belize through the work of Grenfell campus to develop an exchange program (funded by SIF).
- Grenfell was awarded SIF funding to develop new partnerships in other countries.
- MI International provided Canadian International Development Agency (CIDA) funded international work opportunities (six-month) for graduates in Southeast Asia, Sub-Saharan Africa and Caribbean.
- Two Nautical Science cadets were placed for work terms on the Russian sailing ship SS Mir. Students will board the ship this summer and ports of call will include London.
- In 2011-12, 19 graduates were placed overseas (Vietnam, Cambodia, Philippines, Mozambique, South Africa, Jamaica) on six-month internship work placements (CIDA funded; \$855,000/3 yr contract).
- New South Korean partners offered a summer school program to Memorial students (all expenses paid, in many cases even the flights are reimbursed) in exchange for sending their students on an

academic exchange to Memorial. Summer 2012 we are sending four students to one partner, and following their feedback, can expand this opportunity in 2013.

- New SIF funding managed by the International Centre, the Northern Mobility Program, allowed students to study internationally with our university of the Arctic partners with travel expenses subsidized and tuition waived at partners.
- Two Memorial professors co-applied with two different Norwegian partners on two Norwegian government funding proposals which support graduate level student mobility between Memorial and Tromso and Trondheim.
- MI International SIF funding supported personnel gaining valuable experience in China and Caribbean.

Indicator: Increased number of students involved in international development projects at home and abroad

- Through the Going Global Grant, Memorial students were involved in projects dealing with fisheries, food security, gender studies, environment, and others. Six students received awards in Fall 2011 and four more grants were awarded in Winter 2012.
- On campus, students participated in February's International Development Week on both the St. John's and Marine Institute campus, learning about how to get involved in international development through examples, exhibits and guest speakers from Canadian International Development Agency (CIDA), International Development Research Centre (IDRC), and our own local experts.
- MI International hired three international students in 2011-12 to work on international projects and initiatives.
- MI International student assisted with the design of a new pre-arrival guide for incoming international students.
- While considerable work was completed toward the achievement of the indicator, a process was not in place to measure the specific, long-term impact of this work due to competing priorities. As such, the university is unable to state whether or not there is an increase in the indicator.

Indicator: Enhanced facilities and services to support international students

- Memorial provided the full range of immigration, health insurance, income tax filing assistance, housing issues advising, pre-arrival assistance, crisis counselling, outreach programs, mentor programs, family programs, cross cultural integration programs, and career programs through the International Student Advising (ISA) Office on the St. John's campus.
- ISA office's reputation across Canada in the realm of innovative programming with international student integration and retention is strong: seen as innovative with capacity for widespread collaborative engagement extending far beyond the limits of the campus community. Staff members were invited to present at national and international conferences on our community engagement programs and post-graduation student outcomes in the labour market.
- The university endeavored to engage international students with the local community by having the International Student Advising staff participate in all inter-cultural and immigration related committees and events. ISA plays the role of a bridge to the internationalization of the local community – by ensuring integration programs actually have explicit objectives to help develop inter-cultural skills in the local students and community.

- ISA was successful in obtaining Atlantic Canada Opportunities Agency (ACOA) funding to fully support the salary of a new position to develop entrepreneurship awareness in our graduate international students.
- Provincial government funding was obtained from the Office of Immigration and Multiculturalism for a family program to serve the spouses and children of the 150 international students that are in Newfoundland and Labrador with their families.
- ISA worked on negotiating with Citizenship and Immigration Canada for a full salary in the ISA office for an outreach coordinator who will organize site visits to rural schools in Newfoundland and Labrador with our international student leaders to enhance specific curriculum outcomes in the K-12 system and allow young students to engage with diversity, otherwise impossible in their communities.
- ISA successfully collaborated on Social Sciences and Humanities Research Council of Canada (SSHRC) proposal (national) to develop research capacity for 'welcoming communities in smaller centres in Canada'.
- Division of Student Services is funded through ISF to expand hardware/software holdings in support of English as a Second Language (ESL). Hardware and software were put in place in student services area.
- An inbound/outbound working group was formed to better track academic processes to support incoming and outgoing exchange students.
- MI International was asked to be the lead entity for International Projects and Consultancies for Memorial University. Details for this arrangement are under discussion.
- New funding from ACOA and the Provincial Department of Innovation, Business and Rural Development (IBRD) was secured to enhance MI International's business development and processes. Components of the new project include:
 - Database enhancements.
 - Marketing materials and marketing.
 - Development of Marine Institute Associates program.
 - Targeted business development initiatives/missions (domestic and international).
 - Development of country and regional business strategies and market reports.
 - Enhancements to Marine Institute International's website.
 - Targeted countries/regions India, China, SE Asia, Caribbean and Latin America.
- MI International managed DFAIT/CBIE Canada-CARICOM Scholarship program funding which has allowed five students from the Caribbean to study for a year at the institute (2011-12).

Indicator: Increased activities relating to connections and partnerships with international institutions (Memorial attracts international students to the province, which greatly enhances the diversity of the institution and helps it maintain enrolment levels at the current rate despite declining enrolment in the provincial K-12 population. This in turn ensures the continued viability and variety of programming at the university. The university will work with government to create the conditions that will encourage more of these students to stay here after they graduate.)

- During fiscal year 2011-12, Memorial worked to improve the coordination of partnership development with templates and requests that faculty champions be identified on both sides of collaborations for student mobility. About 12 new active pan-university partnerships have been created, with student activity already occurring. Agreements and activity are being tracked and evaluated for effectiveness.
- Memorial created templates for new joint programming at the graduate level, and developed an English as Second Language (ESL) bridging program. These are offered to existing partners in order to deepen relationships and enhance partnership potential.
- All campuses of Memorial University opened seats for Brazil's Science Without Borders Scholarship program, which involves a semester of ESL, a semester of academic study and a short-term attachment to a researcher at Memorial. This new model of visiting student is called a 'sandwich program'. These students are fully funded by the Brazilian government and private sector, and pay full fees for their three terms.
- During the past fiscal year MI International managed 18 international development projects. These projects were conducted in 10 countries. Many of these projects will come to a close in the next 12 months. Four new projects are under development. The Marine Institute continues to be one of the most internationally active institutes in Canada. Examples include:
 - Five Canadian International Development Agency (CIDA) funded "Education for Employment" projects in Tanzania and Mozambique (value \$300,000 each).
 - Two CIDA funded projects in Malawi (value \$400,000 and \$1 million).
 - Asian Development Bank consultancy in Papua New Guinea (approximate value \$400,000).
 - Caribbean Development Bank funded project (DELTS lead partner) in Jamaica and regionally (value \$150,000).
 - CIDA funded project in Distance Education for Maritime Transportation, Philippines (value \$200,000).
 - CIDA funded project in rice fish integration in Cambodia (value \$400,000).
 - Global projects in Asia and Latin American funded by Atlantic Canada Opportunities Agency (ACOA) and the Department of Innovation, Business and Rural Development (IBRD) focus on enhancement of business practices and building partnerships with Newfoundland and Labrador and regional companies and consultants (value \$680,000).
- Approximately 40 Memorial employees worked overseas through MI International by the conclusion of 2011-12.
- MI International continued to build a network of Newfoundland and Labrador, Atlantic and international companies and consultants. The goal is to increase the number of successful bids on internationally tendered consultancies.

- MI International hired a new international project officer to oversee new business development initiatives including regionally focused initiatives in Asia and Latin America. Support for this position is provided by ACOA and IBRD.
- The Marine Institute worked on a new international market brochure through funding from ACOA and the Government of Newfoundland and Labrador. The brochure is targeted at international financial institutions, international donors, overseas governments and partner companies.
- School of Fisheries and MI International collaborated on an “International Seminar Series” within its Masters in Fisheries Resource Management program. Delegates from Malawi (and MI International) presented on the Malawi fisheries sector and developments in international fisheries management.
- The Marine Institute worked with the College of the North Atlantic to potentially offer a pilot delivery of the Bachelor of Technology program at their campus in Qatar.
- The Marine Institute’s Safety and Emergency Response Training (SERT) Centre began the development of a suite of Fire Officer courses for online delivery began in partnership with Alabama Fire College.

SUMMARY

Memorial is active internationally, transferring expertise and services from Newfoundland and Labrador around the world through a variety of projects. The developing programs, services and partnerships will attract more international students at the undergraduate and graduate levels. Memorial will continue to explore opportunities to support this goal through development of an international strategic plan.

LOOKING FORWARD TO 2012-2013

OBJECTIVE 2012-2013: By March 31, 2013, Memorial will have continued to implement the key initiatives outlined in its international plan.

Measure: Continued implementation of key initiatives

Indicators:

- Continued to develop an international strategic plan
- Continued to enhance international recruitment efforts at the graduate and undergraduate levels
- Continued to seek new opportunities for Memorial students to study internationally
- Further increased number of students involved in international development projects at home and abroad
- Continued to enhance services to support international students

ISSUE 4: CONDITIONS FOR SUCCESS

For Memorial to be successful in achieving all its goals, an institutional commitment has been made to create the conditions necessary for future success. Perhaps the biggest challenge to achieving these goals is a lack of space and aging infrastructure. Many of the buildings on Memorial's three major campuses are more than 30 years old and in need of revitalization. New infrastructure is also needed to ensure that the university is able to meet its objectives. The campus master plan clearly articulates these needs and the university is working towards its goals. Government has made very significant commitments that have allowed the university to address infrastructure issues.

GOAL 6: By March 31, 2014, Memorial University will have enhanced its teaching, research and residence infrastructure in order to achieve its strategic goals.

OBJECTIVE 1: By March 31, 2012, Memorial University will have commenced steps to enhance the teaching, research and residence infrastructure on its campuses.

Measure: Commenced steps to enhance infrastructure

Indicator: Developed, approved and commenced implementation of an infrastructure plan which will include initiatives which will:

- Enhance external resources sufficient to maintain current infrastructure at an acceptable level.
- Advocate for and identify infrastructure development for academic and non-academic space.
- Enhance integration of student common areas into space-allocation initiatives and future campus planning strategies.
- Enhance research infrastructure.
- Increase graduate and undergraduate student housing spaces and upgrade existing housing facilities to modern standards.

In 2011-12, substantial work was undertaken on the development of an infrastructure plan for Memorial University. Since the three-year plan was written, the scope of this project has changed significantly and it is anticipated that the project will be more comprehensive and take longer to complete. As such, the formal plan anticipated in the indicator is not complete. However, the university continued to develop its priorities and worked on select infrastructure activities, including repairs and maintenance, within the university's fiscal allocation. Examples of these activities are below.

- Enhance external resources sufficient to maintain current infrastructure at an acceptable level. Memorial enhanced the resources available to maintain current infrastructure as follows:
 - The university commenced work on a major, comprehensive infrastructure plan that will have particular focus on core science infrastructure, which has been identified as a major area of need. The provincial government provided financial support for this planning process in the 2012-13 budget. This is a major planning exercise and it is anticipated that it will continue through 2012-13 and beyond.
 - Memorial received \$10 million in 2011-12 from the provincial government in support of deferred maintenance. This is part of a multi-year commitment by the government to address this issue.
 - The Marine Institute secured funding from the Department of Innovation, Business and Rural Development to assist with the construction of a temporary storage facility and a floating dock, and to begin the preliminary planning for Phase II development of the Holyrood Marine Base facility.
 - An investment of \$650,000 was secured from the province of Newfoundland and Labrador to revitalize the Centre for Aquaculture and Seafood Development (CASD) Marine Bio Processing

facility. Consultation is ongoing internally and with various agencies with respect to their protocols/requirements for funding for research chairs.

- Centre for Applied Ocean Technology (CTec) received contribution of GeoSwath+ sonar from Kongsberg GeoSwath in support of Smart Autonomous Shallow Survey (SmartASS) vehicle. Commercial value was \$130,000.
- Through Atlantic Gateway initiative CTec secured approximately \$1 million to undertake expansion or upgrade of the Marine Institute's research vessel Atlantikat.
- Oceaneering contributed a Sea Lion MKII Heavy Work Class remotely operated vehicle (ROV) to the Marine Institute's School of Ocean Technology. The ROV will be used to further develop and advance the institute's Joint Diploma of Technology/Bachelor of Technology in Underwater Vehicles and Technician Diploma in Remotely Operated Vehicle programs.
- The Centre for Marine Simulation (CMS) received the promise of a gift of a new Sigma 6 Ice radar signal processor from Rutter Technologies. The new system will be installed on the CMS full mission bridge for use in ice navigation training.
- The Government of Canada transferred two marine training simulators to the province of Newfoundland and Labrador, along with federal funding of \$1.2 million for the province to modernize the simulators. The navigation and engine room simulators are located at the Marine Institute and are used for the Nautical Science and Marine Engineering diploma programs, as well as to support continuing education and ongoing certification for ships' deck and engine room officers.
- Advocate for and identify infrastructure development for academic and non-academic space. In 2011-12, Memorial actively pursued infrastructure development for academic and non-academic space. Employing its internal resources, and with the support of the provincial government, the following improvements were made:
 - Infrastructure projects for St. John's campus included: laboratory renovations in Science (\$5.8 million funded to date); Faculty of Medicine expansion/Genetics Centre (\$55 million); laboratory renovations in Science (amount to be confirmed); Parking Garage (\$14 million); expansion to Engineering and C-CORE (budget to be determined).
 - Infrastructure projects for Grenfell campus included: Academic Building Atrium (\$6 million), Academic Building (\$27 million), and Environmental Research Labs Enhancement (\$4 million).
 - In Fall 2011, the School of Human Kinetics and Recreation (HKR) officially opened a brand new theatre in the Physical Education Building.
 - Renovations in Arts and Science Building continued to meet space demands of positions announced by the provincial government in December, 2009.
 - The Grenfell campus modified the design of an environmental lab building. As is sometimes the case with these sorts of projects, some modifications to the design will be undertaken. The modifications do not affect the functionality of the building; labs and equipment will remain as previously described.
 - The Labrador Institute office moved with the College of the North Atlantic (CNA) to a new location. The Grand Opening of the new building took place in Fall 2011. Officials from CNA and Memorial University were involved for the official signing of the new co-location agreement for Labrador West.

- Through Classroom/Teaching Infrastructure Development funding, funds were approved to enhance Hampton Hall, various classrooms and the Information Commons in the Dr. C.R. Barrett Library.
- In an effort to support a collegial teaching environment at the Marine Institute, common environments were established to share curriculum and program information.
- Safety training for students/clients working in offshore industry was enhanced with the installation of a new Helicopter Underwater Escape Trainer with a controllable environmental theatre at the Offshore Safety and Survival Centre pool.
- The Marine Institute will be the first institution in the world to use innovative new simulation equipment that improves the safety of lifeboat training. The equipment, called SurvivalQuest, was developed by Virtual Marine Technology and is now being officially transferred to the Marine Institute for use by students.
- The Centre for Sustainable Aquatic Resources (CSAR) made \$125,000 in upgrades to the flume tank's data acquisition system, logic controllers and vision measurement system.
- Enhance integration of student common areas into space-allocation initiatives and future campus planning strategies.
 - A pilot project to enhance gathering space in the Arts Building was implemented. Funding was allocated for similar enhancements to space in the Human Kinetics and Recreation Building and the Education Building. Faculties and schools were asked to identify areas as potential gathering spaces.
 - A new lobby was completed in the Physical Education Building.
- Enhance research infrastructure.
 - Research on sudden cardiac death at Memorial University was significantly advanced with a combined investment of \$750,000 from the provincial government and the Research and Development Corporation. The funding targeted a range of activities related to inherited diseases of the heart. In particular, the funding will support the acquisition of a state-of-the-art Next Generation DNA Sequencing Platform for the research lab of Dr. Terry-Lynn Young in the Faculty of Medicine.
 - Funding from the Natural Sciences and Engineering Research Council of Canada (NSERC) awarded over \$1.3 million for research projects at Memorial University during 2011-12. The portion of NSERC Research Tools and Instruments Grants awarded totaled \$411,711. These included:
 - Dr. Abir Igamberdiev, Biology, fluorescence spectrometer for advanced research in plant physiology, biochemistry and molecular biology (\$33,147).
 - Dr. Andrew Lang, Biology, high-throughput sequencer for life science research (\$83,154).
 - Dr. George Mann, Engineering and Applied Science, coordinated control and navigation of field robots (\$71,025).
 - Dr. Fereidoon Shahidi, Biochemistry, spectrophotometer with diode array detector (\$22,115).
 - Dr. Bruno Stuyvers, Medicine, equipment for the measurement of sarcomere dynamics (\$39,500).

- Dr. Susan Ziegler, Earth Sciences, an isotope ratio mass spectrometer for tracking pathways of carbon flow within extreme and changing environments (\$150,000).
 - Dr. Helene Volkoff, Biochemistry, gradient thermocycler for molecular research on fish neuropeptides (\$12,830).
- More than \$1 million infrastructure investment was received from the Research and Development Corporation of Newfoundland and Labrador and the Iron Ore Company of Canada in 2011-12 fiscal year for new state-of-the-art mineral analysis equipment, which will allow researchers to distinguish between intergrown minerals on a very fine scale. The new equipment will be a part of Memorial's Core Research Equipment and Instrument Training (CREAIT) Network and will be housed in the Bruneau Centre for Research and Innovation on its St. John's campus.
- Offshore engineering research in Newfoundland and Labrador received a significant boost thanks to a \$6.8 million investment announced in March, 2011 by Suncor Energy and the Research and Development Corporation of Newfoundland and Labrador (RDC). The investment will expand Memorial University of Newfoundland's S.J. Carew Building which currently houses the Faculty of Engineering and Applied Science. Named the Suncor Energy Offshore Research and Development Centre, this 1,090-square-metre extension will create significant research space and a new synergy of collaboration among faculty, graduate students and industry partners.
- The Labrador Institute received funding from the Atlantic Canada Opportunities Agency (ACOA) Technology Development program in the amount of \$127,090. This funding project allowed the Labrador Institute to obtain equipment to enhance the research facility in North West River. The centre has been provided with laboratory equipment as well as furniture and computers for offices and accommodations. Some of the most significant purchases were a truck and a 25-foot Sliver Dolphin boat, which will be used by university researchers and participants in field schools.
- Increase graduate and undergraduate student housing spaces and upgrade existing housing facilities to modern standards. In 2011-12, considerable progress was made in the construction of new residence space and in upgrading existing facilities to modern standards. These projects, along with their anticipated completion dates, follow:
 - Projects for St. John's campus included 500 bed residence in St. John's (\$65 million) and major renovations to existing residences in St John's (\$45 million). New residence construction as well as residence renovations at Memorial are ongoing with one 250 bed residence scheduled to open in September, 2013 and the other in January, 2014. A newly remodeled Squires house in Paton College was opened as part of the circuit of residence renovations. The residence renovations, which began with Barnes house in 2008, include many upgrades and have proceeded with sustainability.
 - An official ceremony to mark the commencement of construction of Grenfell's new residence was held in September, 2011. Grenfell campus' new residence will accommodate 200 students; each suite will comprise two private bedrooms, a shared bathroom and a small entryway. The residence will also feature communal food preparation areas and laundry facilities. This residence is scheduled to open in September, 2013.

SUMMARY

A critical component of Memorial's strategic plan is the requirement to develop the necessary conditions for success of the plan, particularly as it relates to infrastructure. The goals and indicators of the plan are tied to the need for improved and new facilities like student residence and a science research and teaching complex at the St. John's campus. Memorial continues to work with government on priorities regarding infrastructure needs.

LOOKING FORWARD TO 2012-2013

OBJECTIVE 2012-2013: By March 31, 2013, Memorial University will have undertaken additional steps to enhance teaching, research and residence infrastructure on its campuses.

Measure: Continued to undertake steps to enhance infrastructure

Indicators:

Continued development of an infrastructure plan which will include initiatives which will:

- Continue to enhance external resources sufficient to maintain current infrastructure at an acceptable level
- Continue to identify and prioritize infrastructure development projects for academic and non-academic space
- Continue to enhance integration of student common areas into space-allocation initiatives and future campus planning strategies
- Continue to enhance research infrastructure
- Further increase graduate and undergraduate student housing spaces and upgrade existing housing facilities to modern standards

CONCLUSION

Memorial University has been engaged in developing comprehensive plans for almost two decades and has been providing annual reports to its stakeholders for much longer. Memorial is open and transparent with its constituents, accountable to its funders and responsible for its actions. Memorial has successfully worked towards achieving its mission from 2011-12 through the goals and objectives set out in the strategic plan for the period. The report meets the university's obligations under the province's *Transparency and Accountability Act*.

The *President's Report 2011-12* provides more detail on the general initiatives reported in this document and on many other activities of the university. Readers can find that report and many other relevant documents, including the annual Memorial University *Fact Book*, the annual *Research Report*, annual audited financial statements, planning documents, including *Five Pillars 2007-2012* and much more information on the Memorial University website (www.mun.ca). The financial statements of Memorial University for 2011-12 are appended to this report.

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



MEMORIAL UNIVERSITY OF NEWFOUNDLAND

*Consolidated Financial Statements
with Supplementary Schedules*

March 31, 2012

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND
INDEX TO CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2012**

Consolidated Financial Statements

| | |
|---|-------------|
| Independent Auditors' Report | |
| Consolidated Statement of Financial Position | Statement 1 |
| Consolidated Statement of Operations | Statement 2 |
| Consolidated Statement of Changes in Net Deficiency | Statement 3 |
| Consolidated Statement of Cash Flows | Statement 4 |
| Notes to Consolidated Financial Statements | |

Audited Supplementary Information

| | |
|---|------------|
| Independent Auditors' Report on Supplementary Information | |
| Consolidated Schedule of Financial Position | Schedule 1 |
| Consolidated Schedule of Operations | Schedule 2 |

Unaudited Supplementary Information

| | |
|---|------------|
| Schedule of Operating Revenue | Schedule A |
| Schedule of Gross Operating Expenditures by Function | Schedule B |
| Schedule of Gross Operating Expenditures by Object | Schedule C |
| Compensation Practices at Memorial University of Newfoundland | Schedule D |

INDEPENDENT AUDITORS' REPORT

To the Board of Regents of
Memorial University of Newfoundland

We have audited the accompanying consolidated financial statements of **Memorial University of Newfoundland** which comprise the consolidated statement of financial position as at March 31, 2012 and the consolidated statements of operations, changes in net deficiency and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the consolidated financial statements

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

Auditors' responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of **Memorial University of Newfoundland** as at March 31, 2012 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

The logo for Ernst & Young LLP is written in a black, cursive script font. The letters are fluid and connected, with a prominent 'E' and 'Y'.

St. John's, Canada
July 5, 2012

Chartered Accountants

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at March 31
[thousands of dollars]

| | 2012 | 2011 |
|---|--------------------|--------------------|
| ASSETS | | |
| Current | | |
| Cash and cash equivalents | 10,538 | 12,693 |
| Restricted cash [note 4] | 6,195 | 4,702 |
| Short-term investments | 114,536 | 92,870 |
| Accounts receivable | 68,017 | 65,691 |
| Accrued interest receivable | 2,991 | 3,654 |
| Inventory and prepaid expense | 6,926 | 6,400 |
| Total current assets | 209,203 | 186,010 |
| Long-term receivable | - | 991 |
| Investments [note 5] | 95,071 | 90,973 |
| Capital assets, net [note 6] | 259,477 | 193,776 |
| | 563,751 | 471,750 |
| LIABILITIES, DEFERRED CONTRIBUTIONS AND NET DEFICIENCY | | |
| Current | | |
| Bank indebtedness [note 7] | 15,139 | 16,531 |
| Accounts payable and accrued liabilities | 33,877 | 53,412 |
| Deferred revenue | 41,806 | 32,966 |
| Current portion of employee future benefits [note 8] | 16,233 | 14,856 |
| Current portion of long-term debt [note 9] | 494 | 303 |
| Total current liabilities | 107,549 | 118,068 |
| Long-term debt [note 9] | 960 | 346 |
| Derivative liability [note 7] | 2,365 | 1,644 |
| Employee future benefits [note 8] | 162,020 | 135,291 |
| Total liabilities | 272,894 | 255,349 |
| Deferred contributions [note 10] | 322,166 | 238,257 |
| Net deficiency | | |
| Net assets restricted for endowment purposes | 72,903 | 66,548 |
| Unrestricted net deficiency | (104,212) | (88,404) |
| Total net deficiency | (31,309) | (21,856) |
| | 563,751 | 471,750 |

See accompanying notes

Contingencies [note 13]

On behalf of the Board:




Chair of the Board of Regents

Chair of the Finance Committee

CONSOLIDATED STATEMENT OF OPERATIONS

Year ended March 31
[thousands of dollars]

| | 2012 | 2011 |
|---|-----------------|-----------------|
| REVENUE | | |
| Government grants | 402,356 | 383,633 |
| Other revenue | 63,773 | 52,204 |
| Student fees | 59,631 | 59,174 |
| Amortization of deferred capital contributions <i>[note 10]</i> | 21,325 | 22,229 |
| Sales and services | 16,646 | 16,065 |
| Investment income <i>[note 5]</i> | 577 | 11,343 |
| | 564,308 | 544,648 |
| EXPENSES | | |
| Salaries | 308,313 | 286,192 |
| Employee benefits | 62,326 | 83,654 |
| Materials and supplies | 36,742 | 34,336 |
| Repairs and maintenance | 30,509 | 28,285 |
| Employee future benefits | 28,331 | 18,523 |
| Utilities | 25,593 | 22,552 |
| Scholarships, bursaries and awards | 25,079 | 24,225 |
| Amortization of capital assets | 21,065 | 22,110 |
| Travel and hosting | 16,599 | 16,280 |
| Externally contracted service | 16,406 | 15,348 |
| Professional fees | 13,354 | 11,044 |
| Other operating expenses | 10,734 | 13,041 |
| Equipment rentals | 3,680 | 4,595 |
| Derivative liability loss (gain) | 721 | (151) |
| Interest expense | 680 | 821 |
| External cost recoveries | (20,910) | (17,696) |
| | 579,222 | 563,159 |
| Excess of expenses over revenue | (14,914) | (18,511) |

See accompanying notes

CONSOLIDATED STATEMENT OF CHANGES IN NET DEFICIENCY

As at March 31
[thousands of dollars]

| | Restricted for Endowment Purposes | Unrestricted | 2012 | 2011 |
|--|--|---------------------|-----------------|-----------------|
| Balance, beginning of year | 66,548 | (88,404) | (21,856) | (6,654) |
| Excess of revenue over expenses (expenses over revenue) | 894 | (15,808) | (14,914) | (18,511) |
| Endowment contributions | 5,461 | – | 5,461 | 3,309 |
| Balance, end of year | 72,903 | (104,212) | (31,309) | (21,856) |

See accompanying notes

CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended March 31
[thousands of dollars]

| | 2012 | 2011 |
|---|------------------|-----------------|
| OPERATING ACTIVITIES | | |
| Excess of expenses over revenue | (14,914) | (18,511) |
| Items not affecting cash: | | |
| Amortization of capital assets | 21,065 | 22,110 |
| Net increase in deferred contributions related to expenses of future periods | 22,937 | 3,142 |
| Increase in long-term portion of employee future benefits | 26,729 | 17,198 |
| Increase in current portion of employee future benefits | 1,377 | 1,248 |
| Amortization of deferred capital contributions | (21,325) | (22,229) |
| Loss on disposal of capital assets | 159 | 508 |
| Increase (decrease) in derivative liability | 721 | (151) |
| Decrease in long-term receivable | 991 | 1,000 |
| Unrealized loss (gain) on investments | 3,726 | (6,000) |
| Change in non-cash working capital | (12,884) | 17,968 |
| Cash provided by operating activities | 28,582 | 16,283 |
| INVESTING ACTIVITIES | | |
| Capital assets acquired | (85,973) | (40,245) |
| Increase in restricted cash | (1,493) | (1,944) |
| Increase in short-term investments | (21,666) | (26,832) |
| Increase in investments | (7,824) | (3,361) |
| Cash used in investing activities | (116,956) | (72,382) |
| FINANCING ACTIVITIES | | |
| Decrease in bank indebtedness | (1,392) | (1,150) |
| Endowment contributions | 5,461 | 3,309 |
| Addition to deferred capital contributions | 82,297 | 36,803 |
| Decrease in long-term debt | (147) | (140) |
| Cash provided by financing activities | 86,219 | 38,822 |
| Net change in cash and cash equivalents during the year | (2,155) | (17,277) |
| Cash and cash equivalents, beginning of year | 12,693 | 29,970 |
| Cash and cash equivalents, end of year | 10,538 | 12,693 |
| SUPPLEMENTARY INFORMATION | | |
| Interest paid | 680 | 821 |

See accompanying notes

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2012

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 (Canada)* and, accordingly, is exempt from income taxes, provided certain requirements of the *Income Tax Act (Canada)* 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 policies are summarized as follows:

Use of estimates

The preparation of consolidated 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 operations in the period during which they become known.

Consolidated financial 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 that are controlled by the University:

C-CORE

The Canadian Centre for Fisheries Innovation

Genesis Group Inc.

The Memorial University of Newfoundland Botanical Garden Incorporated

Memorial University Recreation Complex

Western Sports and Entertainment Inc.

Campus Childcare Inc.

Newfoundland Quarterly Foundation

EduTech Services Inc. (dissolved as of August 2, 2011)

Cash and cash equivalents

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

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2012

Short-term investments

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

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 during 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 during 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 as their fair value cannot be determined.

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 expenses. 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.

Capital assets are amortized over their estimated useful lives using the following rates and methods. Half a year's amortization is taken in the year of acquisition and no amortization is taken in the year of disposal.

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

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2012

Inventory

Inventory is valued at the lower of cost and net realizable value.

The amount of inventories recognized as an expense during the year amounted to \$12.9 million [2011 – \$12.7 million].

Investments and investment income

Investments are carried at fair value. The value of investments recorded in the consolidated financial statements is determined as follows: short-term notes and treasury bills are valued based on cost plus accrued income, which approximates fair value; bonds and publicly traded securities are determined based on the latest bid prices; and investments in pooled funds are valued at their value as reported by the pooled fund managers. Transactions are recorded on a trade date basis and transaction costs are expensed as incurred.

Investment income, which consists of interest, dividends, income distributions from pooled funds and realized and unrealized gains and losses, net of related expenses, is recorded as revenue in the consolidated statement of operations.

Employee future benefits

Pension plan

The employees of the University participate in a defined benefit pension plan [the “Plan”] administered under the *Memorial University Pensions Act* with any deficiencies being funded by the Province of Newfoundland and Labrador. Payments to the Plan consist of contributions from employees and from the University as prescribed in the *Pension Benefits Act (1997)* [PBA]. In addition, where the Plan experiences a solvency deficiency, the employer is required to contribute an amount sufficient to liquidate the deficiency within five years of the solvency valuation date. The University’s contributions to the Plan are recorded as an expense in the consolidated statement of operations. The assets and obligations of the Plan are not recorded in the University’s consolidated financial statements.

The Plan is being funded in accordance with the March 31, 2010 actuarial valuation. The special payment required in the 2013 fiscal year in respect of the going concern deficiency identified in the 2010 valuation amounts to \$19.7 million.

With respect to solvency funding, the University has received an extension to solvency funding relief effective January 1, 2011, which expires on December 31, 2015. An exemption from the obligation to fund the Plan on a solvency basis was first granted in 2002 and this was continued through to December 31, 2010. At March 31, 2011, the current funding exemption was not yet in place and the University recognized a solvency funding payment due to the Plan of \$13.0 million. As a consequence of the exemption, this amount is no longer payable and has been reversed. The University’s special payment for the year ended March 31, 2012 has been reduced accordingly.

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2012

The most recent valuation of the Plan was prepared as at March 31, 2011 for internal management purposes. Eckler Ltd. has completed an extrapolation of the going concern results, which has revealed an estimated going concern deficiency of \$293.8 million at March 31, 2012. 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 five-year period. The going concern deficiency of \$293.8 million includes \$78.7 million 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 the remaining period of 32.25 years. In accordance with the PBA, the balance of the going concern deficiency, namely \$215.1 million, would normally be liquidated over a period of not more than 15 years. If Plan funding were based on the March 31, 2012 extrapolation, the first annual payment in respect of this balance would be \$19.9 million.

Other benefits

Post-employment

In addition to the University's Pension Plan previously discussed, the University also has defined benefit plans for other post-employment benefits. These benefits are actuarially determined using the projected benefit method prorated on service and administration's best estimate of salary escalation, retirement ages of employees and escalation in covered benefit expense outlays. Gains (losses) are fully recognized in the current year. These benefits include:

Supplemental Retirement Income Plan [SRIP]

Voluntary Early Retirement Income Plan [VERIP]

Other post-employment benefits [which include severance, group life insurance and health care benefits]

Vacation

Accrued vacation for employees represents vacation earned but not yet taken as at year-end. It is expected that accrued vacation will be taken in the next fiscal year.

Additional disclosure is provided in *note 8*.

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.

Derivative financial instruments

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

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2012

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

Derivative financial instruments are classified as held-for-trading and carried at fair value with the change in fair value being recorded on the consolidated statement of operations.

Financial instruments

The University applies the Canadian Institute of Chartered Accountants [CICA] *Handbook* Section 3861, *Financial Instruments – Disclosure and Presentation*. The disclosures required by Section 3861 are provided in *note 12*.

3. CHANGES IN ACCOUNTING POLICY

In December 2009, the Public Sector Accounting Board approved an amendment to the Introduction to Public Sector Accounting Standards that eliminates the category of government business-type organizations resulting in the need to reclassify these entities as either government not-for-profit organizations [GNFPO] or other government organizations.

The University is a GNFPO and therefore will be required to follow Public Sector Accounting Standards.

Effective April 1, 2012, the University will adopt Public Sector Accounting Standards with Section 4200 and will report under the new standards for its financial statements for the year ended March 31, 2013, including comparative figures. Management is currently finalizing the impact of the adoption of these standards and the adjustments on transition date as at April 1, 2011.

4. RESTRICTED CASH

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

5. INVESTMENTS

[thousands of dollars]

| | 2012 | | 2011 | |
|--------------|---------------|---------------|--------|------------|
| | Cost | Fair Value | Cost | Fair Value |
| Fixed income | 50,788 | 53,862 | 43,052 | 46,361 |
| Equities | 38,857 | 41,209 | 37,400 | 44,612 |
| | 89,645 | 95,071 | 80,452 | 90,973 |

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2012

Investment income

| | | |
|---------------------------------------|-------------|---------------|
| [thousands of dollars] | <u>2012</u> | <u>2011</u> |
| Investment income | 4,693 | 5,882 |
| Unrealized (loss) gain on investments | (3,726) | 6,000 |
| Less: related expenses | (390) | (539) |
| | <u>577</u> | <u>11,343</u> |

6. CAPITAL ASSETS

| | | | | |
|-------------------------|----------------|-------------------------------------|-------------------------------|-------------------------------|
| [thousands of dollars] | <u>2012</u> | | <u>2011</u> | |
| | <u>Cost</u> | <u>Accumulated Amortization</u> | <u>Net Book Value</u> | <u>Net Book Value</u> |
| Buildings | 320,859 | 139,883 | 180,976 | 120,499 |
| Furniture and equipment | 104,805 | 62,627 | 42,178 | 38,659 |
| Computers | 24,572 | 18,670 | 5,902 | 4,592 |
| Banner systems | 3,078 | 1,549 | 1,529 | 434 |
| Vehicles | 4,356 | 3,985 | 371 | 435 |
| Library collection | 140,842 | 112,321 | 28,521 | 29,157 |
| | <u>598,512</u> | <u>339,035</u> | <u>259,477</u> | <u>193,776</u> |

Capital assets include certain assets under capital leases with a net book value of \$2.3 million [2011 – \$1.6 million].

7. BANK INDEBTEDNESS

Pursuant to Section 41 of the *Memorial University Act*, the University has received approval from the Lieutenant-Governor in Council to borrow to finance two capital projects. The projects involved the construction of a new residence complex for Grenfell Campus [Project 1] and the implementation of an energy performance program in five buildings on the University's main campus in St. John's [Project 2]. The debt has been negotiated using bankers' acceptances [BAs] which mature during the 2012/13 fiscal year. Management expects to refinance these loans through BAs for the balance of the term of the loan. Disclosure related to interest rate risk is provided in *note 12*.

Derivative liability

Project 1 interest rate swap transaction involves the exchange of the underlying floating rate Canadian BA for a fixed interest rate of 4.76% expiring April 12, 2017 with a notional amount of \$3.0 million. The fair value of this interest rate swap is \$0.32 million [2011 – \$0.24 million].

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2012

Project 2 interest rate swap transaction involves the exchange of the underlying floating rate Canadian BA for a fixed interest rate of 5.12% expiring October 1, 2022 with a notional amount of \$13.8 million. The fair value of this interest rate swap is \$2.05 million [2011 – \$1.40 million].

8. EMPLOYEE FUTURE BENEFITS

Supplemental Retirement Income Plan [SRIP]

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

The significant actuarial assumptions used in measuring SRIP include a discount rate of 4.45% [2011 – 5.2%] and an average compensation increase of 4.5% [2011 – 4.5%].

Voluntary Early Retirement Income Plan [VERIP]

In February and May 1996, the University offered faculty and staff, who reached age 55 and attained a minimum of 10 years pensionable service, an opportunity to take an early retirement under the provisions of the VERIP.

Subject to eligibility criteria, the Plan provided an incentive of enhanced pension benefits of up to five years' pensionable service and waiver of actuarial reduction, if applicable, or a lump-sum early retirement payment. The early retirement incentive is unfunded. Current-year payments are funded on an annual basis from operations.

The significant actuarial assumption used in measuring VERIP includes a discount rate of 4.45% [2011 – 5.2%].

Other benefits

The University has a number of other post-employment benefits 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 severance to certain employee groups upon termination, retirement or death, provided they meet certain eligibility criteria. Vacation liability is also accrued and is expected to be used by employees in the next fiscal year.

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2012

The significant actuarial assumptions used in measuring other benefits include a discount rate of 4.45% [2011 – 5.2%] and an average rate of compensation increase of 4.5% [2011 – 4.5%].

| [thousands of dollars] | <u>SRIP</u> | | <u>VERIP</u> | | <u>Other Benefits</u> | |
|-----------------------------------|---------------|--------|--------------|-------|-----------------------|---------|
| | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 |
| Accrued benefit obligation | | | | | | |
| Balance, beginning of year | 11,911 | 9,327 | 5,935 | 5,992 | 118,546 | 103,710 |
| Current service cost | 655 | 451 | - | - | 4,349 | 3,668 |
| Interest cost | 619 | 540 | 309 | 341 | 6,276 | 6,198 |
| Benefits paid | (334) | (309) | (555) | (545) | (3,600) | (3,244) |
| Actuarial loss | 2,708 | 1,902 | 415 | 147 | 16,074 | 8,214 |
| | 15,559 | 11,911 | 6,104 | 5,935 | 141,645 | 118,546 |
| Current plan expense | | | | | | |
| Current service expense | 655 | 451 | - | - | 4,349 | 3,668 |
| Interest cost | 619 | 540 | 309 | 341 | 6,276 | 6,198 |
| Actuarial loss | 2,708 | 1,902 | 415 | 147 | 16,074 | 8,214 |
| | 3,982 | 2,893 | 724 | 488 | 26,699 | 18,080 |

A summary of these accrued benefit obligations are as follows:

| [thousands of dollars] | <u>2012</u> | <u>2011</u> |
|--|----------------|-------------|
| Employee future benefits | 141,645 | 118,546 |
| Supplemental retirement income plan | 15,559 | 11,911 |
| Voluntary early retirement income plan | 6,104 | 5,935 |
| Accrued vacation | 14,945 | 13,755 |
| | 178,253 | 150,147 |
| Less: current portion | 16,233 | 14,856 |
| Long-term employee future benefits | 162,020 | 135,291 |

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2012

9. LONG-TERM DEBT

| [thousands of dollars] | <u>2012</u> | <u>2011</u> |
|--|--------------|-------------|
| RBC Royal Bank, fixed term demand loan, related to Harlow campus, 5.19% interest, repayable in nine equal annual, blended payments of \$121, maturing in April 2012, unsecured | 118 | 227 |
| CMHC mortgage on Queen's College, 5.875% interest, repayable in 50 equal, blended payments of \$29 semi-annually, maturing in June 2019, secured | 311 | 349 |
| Capital leases negotiated through the RBC Royal Bank, varying interest rates, payable in equal annual installments, secured by assets under lease | <u>1,025</u> | 73 |
| | 1,454 | 649 |
| Less: current portion | <u>494</u> | 303 |
| | <u>960</u> | <u>346</u> |

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

| [thousands of dollars] | |
|------------------------|-----|
| 2013 | 494 |
| 2014 | 389 |
| 2015 | 389 |
| 2016 | 48 |
| 2017 | 51 |

10. 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.

| [thousands of dollars] | <u>2012</u> | <u>2011</u> |
|---|---------------|-------------|
| Balance, beginning of year | 64,323 | 61,180 |
| Grants and donations received during the year | 83,518 | 63,754 |
| Less: expenses incurred during the year | <u>60,581</u> | 60,611 |
| Balance, end of year | <u>87,260</u> | 64,323 |

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2012

Capital assets

Deferred capital contributions related to capital assets represent the unamortized 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.

| [thousands of dollars] | 2012 | 2011 |
|------------------------------------|---------|---------|
| Balance, beginning of year | 173,934 | 159,361 |
| Additional contributions received | 82,297 | 36,802 |
| Less: amounts amortized to revenue | 21,325 | 22,229 |
| Balance, end of year | 234,906 | 173,934 |

Total deferred contributions

| [thousands of dollars] | 2012 | 2011 |
|----------------------------|---------|---------|
| Expenses of future periods | 87,260 | 64,323 |
| Capital assets | 234,906 | 173,934 |
| Balance, end of year | 322,166 | 238,257 |

11. MEMORIAL UNIVERSITY ACT

In accordance with the *Memorial University Act*, the University is normally prohibited from recording a deficit on its consolidated 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 \$5.0 million in 1996 and an additional \$10.0 million in 1997 as a result of the recognition of the liabilities related to VERIP for faculty and staff. During 2001, the University received approval from the Lieutenant-Governor in Council to exclude from the definition of a deficit, pursuant to Section 36 of the *Memorial University Act*, any amounts resulting from the recognition of the liabilities related to recording vacation pay entitlements, severance and any other post-employment benefits.

12. FINANCIAL INSTRUMENTS

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 as either 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 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 rate method [EIM].

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2012

Classification of financial instruments

The University has designated its financial instruments as shown in the following table. The financial instruments are measured as follows based on their classification.

| Asset/liability | Classification | Measurement |
|---|-----------------------------|--------------------------|
| Cash, cash equivalents, restricted cash and short- term investments | Held-for-trading | Fair value |
| Investments | Held-for-trading | Fair value |
| Accounts receivable | Loans and receivables | Amortized cost using EIM |
| Accrued interest 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 |
| Derivative liability | Held-for-trading | Fair value |

Held-for-trading

HFT financial assets and liabilities are financial assets typically acquired for resale prior to maturity. They are measured at fair value at the consolidated statement of financial position 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 financial liabilities

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

Embedded derivatives

There are no embedded derivatives in the consolidated financial statements of the University.

Credit risk

The University is exposed to credit risk with respect to accounts receivable from students and clients. Services are provided to a large number of students and entities, which minimizes the concentration of credit risk. The University routinely monitors the receivable balances and establishes an appropriate allowance for doubtful accounts based upon factors surrounding credit risk, historical trends, and other information.

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2012

Interest rate risk

The University's exposure to interest rate risk relates to its floating interest rate bank indebtedness which utilizes BAs. The University has managed this floating interest rate risk by entering into interest rate swap agreements with the RBC Royal Bank to offset the movement in the BA rates. Any change in BA rates will be offset by a corresponding change in the interest rate swap. The fair value of these interest rate swap agreements are recorded in the consolidated statement of financial position and the change in value is reflected in the consolidated statement of operations.

Liquidity risk

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

Market risk

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

13. CONTINGENCIES

(a) Canadian University Reciprocal Insurance Exchange [CURIE]

The University participates in a self-insurance cooperative involving a contractual agreement to share the insurance property and liability risks of member universities for a term of not less than five years.

In the event that premiums are not sufficient to cover claims settlements, the member universities would be subject to an assessment in proportion to their participation. For the year ended December 31, 2011, CURIE has a surplus of \$6.9 million and a cumulative subscribers' equity of \$47.9 million. The University's pro rata share is approximately 3% on an ongoing basis.

(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 was entitled to receive these insurance benefits for life, at no cost to the group of retirees. This action has been certified as a class action and the University has sought leave to appeal from the decision certifying the action. The University continues to defend its position and the potential exposure to this claim is indeterminable at the present time.

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2012

14. CAPITAL DISCLOSURES

The University considers its capital to be its net assets. Its restricted net assets consist of amounts restricted for endowment purposes. The University's objectives when managing its capital are to safeguard its ability to continue as a going concern in order to provide services to its students and research funding agencies. Annual budgets are developed and monitored to ensure the University's capital is maintained at an appropriate level. The University has no external restrictions imposed on its capital, excluding its endowments.

15. COMPARATIVE FIGURES

Certain of the 2011 comparative figures have been reclassified to conform to the consolidated financial statement presentation adopted for the current year.

Audited Supplementary Information

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

March 31, 2012

INDEPENDENT AUDITORS' REPORT ON SUPPLEMENTARY INFORMATION

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** as at and for the year ended March 31, 2012.

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 a whole.

The image shows a handwritten signature in black ink that reads "Ernst & Young LLP". The signature is written in a cursive, flowing style.

St. John's, Canada,
July 5, 2012

Chartered Accountants

CONSOLIDATED SCHEDULE OF FINANCIAL POSITION

As at March 31

[thousands of dollars]

| | OPERATING | | ANCILLARY ENTERPRISES | | PLANT | | SPONSORED RESEARCH | | SPECIAL PURPOSE AND TRUST | | TOTAL | |
|---|------------------|------------------|--------------------------|--------------|----------------|----------------|-----------------------|---------------|------------------------------|----------------|-----------------|-----------------|
| | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 |
| Current assets: | | | | | | | | | | | | |
| Cash and cash equivalents | (83,333) | (61,107) | 3,244 | 2,747 | 10,444 | 12,519 | 44,162 | 32,458 | 36,021 | 26,076 | 10,538 | 12,693 |
| Restricted cash <i>[note 4]</i> | 6,195 | 4,702 | - | - | - | - | - | - | - | - | 6,195 | 4,702 |
| Short-term investments | 114,536 | 92,870 | - | - | - | - | - | - | - | - | 114,536 | 92,870 |
| Accounts receivable | 36,893 | 44,251 | 735 | 436 | 1,041 | 1,000 | 24,875 | 17,164 | 4,473 | 2,840 | 68,017 | 65,691 |
| Accrued interest receivable | 1,038 | 751 | - | - | - | - | - | - | 1,953 | 2,903 | 2,991 | 3,654 |
| Inventory and prepaid expenses | 4,584 | 4,094 | 2,061 | 2,000 | 2 | 3 | 224 | 251 | 55 | 52 | 6,926 | 6,400 |
| Interfund accounts | 1,308 | 998 | (1,308) | (998) | - | - | - | - | - | - | - | - |
| Total current assets | 81,221 | 86,559 | 4,732 | 4,185 | 11,487 | 13,522 | 69,261 | 49,873 | 42,502 | 31,871 | 209,203 | 186,010 |
| Long-term receivable | - | - | - | - | - | 991 | - | - | - | - | - | 991 |
| Investments <i>[note 5]</i> | - | - | - | - | - | - | 8,782 | 641 | 86,289 | 90,332 | 95,071 | 90,973 |
| Capital assets, net <i>[note 6]</i> | - | - | 3,051 | 3,279 | 255,881 | 189,216 | 365 | 1,104 | 180 | 177 | 259,477 | 193,776 |
| Total assets | 81,221 | 86,559 | 7,783 | 7,464 | 267,368 | 203,729 | 78,408 | 51,618 | 128,971 | 122,380 | 563,751 | 471,750 |
| Current liabilities: | | | | | | | | | | | | |
| Bank indebtedness <i>[note 7]</i> | - | - | - | - | 15,139 | 16,531 | - | - | - | - | 15,139 | 16,531 |
| Accounts payable and accrued liabilities | 25,200 | 46,664 | 191 | 43 | 5,569 | 3,926 | 2,455 | 2,183 | 462 | 596 | 33,877 | 53,412 |
| Deferred revenue | 8,487 | 9,434 | 511 | 525 | 15,099 | 14,723 | 17,536 | 8,254 | 173 | 30 | 41,806 | 32,966 |
| Current portion of employee future benefits <i>[note 8]</i> | 16,233 | 14,856 | - | - | - | - | - | - | - | - | 16,233 | 14,856 |
| Current portion of long-term-debt <i>[note 9]</i> | - | - | - | - | 494 | 303 | - | - | - | - | 494 | 303 |
| Total current liabilities | 49,920 | 70,954 | 702 | 568 | 36,301 | 35,483 | 19,991 | 10,437 | 635 | 626 | 107,549 | 118,068 |
| Long-term debt <i>[note 9]</i> | - | - | - | - | 960 | 346 | - | - | - | - | 960 | 346 |
| Derivative liability <i>[note 7]</i> | - | - | - | - | 2,365 | 1,644 | - | - | - | - | 2,365 | 1,644 |
| Employee future benefits <i>[note 8]</i> | 159,378 | 133,200 | 722 | 548 | - | - | 1,648 | 1,314 | 272 | 229 | 162,020 | 135,291 |
| Total liabilities | 209,298 | 204,154 | 1,424 | 1,116 | 39,626 | 37,473 | 21,639 | 11,751 | 907 | 855 | 272,894 | 255,349 |
| Deferred contributions <i>[note 10]</i> | - | - | 955 | 1,054 | 233,386 | 171,564 | 56,152 | 38,900 | 31,673 | 26,739 | 322,166 | 238,257 |
| Net deficiency: | | | | | | | | | | | | |
| Net assets restricted for endowment purposes | - | - | - | - | - | - | - | - | 72,903 | 66,548 | 72,903 | 66,548 |
| Unrestricted net assets | (128,077) | (117,595) | 5,404 | 5,294 | (5,644) | (5,308) | 617 | 967 | 23,488 | 28,238 | (104,212) | (88,404) |
| Total liabilities, deferred contributions and net deficiency | (128,077) | (117,595) | 5,404 | 5,294 | (5,644) | (5,308) | 617 | 967 | 96,391 | 94,786 | (31,309) | (21,856) |
| Total liabilities, deferred contributions and net deficiency | 81,221 | 86,559 | 7,783 | 7,464 | 267,368 | 203,729 | 78,408 | 51,618 | 128,971 | 122,380 | 563,751 | 471,750 |

See accompanying notes

CONSOLIDATED SCHEDULE OF OPERATIONS

Year ended March 31

[thousands of dollars]

| | OPERATING | | ANCILLARY ENTERPRISES | | PLANT | | SPONSORED RESEARCH | | SPECIAL PURPOSE AND TRUST | | TOTAL | |
|--|-----------------|-----------------|--------------------------|---------------|-----------------|---------------|-----------------------|---------------|------------------------------|---------------|-----------------|-----------------|
| | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 |
| REVENUE | | | | | | | | | | | | |
| Government grants | 363,330 | 335,560 | 800 | 800 | (44,134) | (19,325) | 34,576 | 38,894 | 47,784 | 27,704 | 402,356 | 383,633 |
| Other revenue | 15,177 | 13,745 | 4,329 | 3,933 | - | - | 16,312 | 22,049 | 27,955 | 12,477 | 63,773 | 52,204 |
| Student fees | 59,407 | 59,027 | - | - | - | - | - | - | 224 | 147 | 59,631 | 59,174 |
| Amortization of deferred capital contributions [note 10] | - | - | 100 | 110 | 21,130 | 21,967 | 81 | 137 | 14 | 15 | 21,325 | 22,229 |
| Sales and services | - | - | 16,646 | 16,065 | - | - | - | - | - | - | 16,646 | 16,065 |
| Investment income [note 5] | 1,894 | 2,422 | - | - | - | - | 105 | 961 | (1,422) | 7,960 | 577 | 11,343 |
| Total revenue | 439,808 | 410,754 | 21,875 | 20,908 | (23,004) | 2,642 | 51,074 | 62,041 | 74,555 | 48,303 | 564,308 | 544,648 |
| EXPENSES | | | | | | | | | | | | |
| Salaries | 268,193 | 247,813 | 10,300 | 9,917 | 84 | 15 | 25,195 | 24,414 | 4,541 | 4,033 | 308,313 | 286,192 |
| Employee benefits | 56,749 | 78,117 | 1,479 | 1,457 | 1 | - | 3,362 | 3,415 | 735 | 665 | 62,326 | 83,654 |
| Materials and supplies | 17,179 | 16,259 | 7,746 | 7,590 | 432 | 883 | 10,676 | 9,233 | 709 | 371 | 36,742 | 34,336 |
| Repairs and maintenance | 7,479 | 6,907 | 1,536 | 1,577 | 20,949 | 18,770 | 192 | 696 | 353 | 335 | 30,509 | 28,285 |
| Employee future benefits | 27,758 | 18,342 | 174 | (12) | - | - | 355 | 211 | 44 | (18) | 28,331 | 18,523 |
| Utilities | 22,068 | 19,163 | 2,932 | 2,671 | 1 | 1 | 246 | 328 | 346 | 389 | 25,593 | 22,552 |
| Scholarships, bursaries and awards | 8,960 | 9,310 | 2 | 3 | - | - | 11,194 | 10,252 | 4,923 | 4,660 | 25,079 | 24,225 |
| Amortization of capital assets | - | - | 343 | 364 | 20,624 | 21,591 | 83 | 139 | 15 | 16 | 21,065 | 22,110 |
| Travel and hosting | 9,508 | 8,798 | 59 | 77 | 6 | 5 | 4,646 | 5,212 | 2,380 | 2,188 | 16,599 | 16,280 |
| Externally contracted service | 8,381 | 8,329 | 934 | 996 | 78 | 130 | 2,542 | 2,760 | 4,471 | 3,133 | 16,406 | 15,348 |
| Professional fees | 5,843 | 5,537 | 84 | 44 | 85 | 72 | 5,178 | 3,478 | 2,164 | 1,913 | 13,354 | 11,044 |
| Other operating expenses | 8,851 | 8,096 | 202 | 297 | - | 2 | 1,302 | 4,224 | 379 | 422 | 10,734 | 13,041 |
| Equipment rentals | 3,007 | 3,657 | 242 | 207 | 83 | 45 | 301 | 600 | 47 | 86 | 3,680 | 4,595 |
| Derivative liability loss (gain) | - | - | - | - | 721 | (151) | - | - | - | - | 721 | (151) |
| Interest expense | 18 | 44 | 137 | 148 | 525 | 629 | - | - | - | - | 680 | 821 |
| External cost recoveries | (17,345) | (16,223) | (190) | (38) | (2,389) | (788) | (396) | 54 | (590) | (701) | (20,910) | (17,696) |
| Total expenses | 426,649 | 414,149 | 25,980 | 25,298 | 41,200 | 41,204 | 64,876 | 65,016 | 20,517 | 17,492 | 579,222 | 563,159 |
| (Decrease) increase for the year before the following | 13,159 | (3,395) | (4,105) | (4,390) | (64,204) | (38,562) | (13,802) | (2,975) | 54,038 | 30,811 | (14,914) | (18,511) |
| Interfund transfers | (23,641) | (21,179) | 4,215 | 4,660 | 63,868 | 38,618 | 13,452 | 2,900 | (57,894) | (24,999) | - | - |
| Excess of (expenses over revenue) revenue over expenses | (10,482) | (24,574) | 110 | 270 | (336) | 56 | (350) | (75) | (3,856) | 5,812 | (14,914) | (18,511) |

See accompanying notes

Unaudited Supplementary Information

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

March 31, 2012

SCHEDULE OF OPERATING REVENUE

Year ended March 31
 [thousands of dollars]
 [unaudited]

| | <u>2012</u> | <u>2011</u> |
|---------------------------------------|----------------|----------------|
| GOVERNMENT GRANTS | | |
| Province of Newfoundland and Labrador | | |
| Department of Education | 302,320 | 280,267 |
| Department of Health | 55,906 | 50,162 |
| Other | 757 | 842 |
| Government of Canada | | |
| Indirect cost of research | 4,347 | 4,289 |
| | <u>363,330</u> | <u>335,560</u> |
| STUDENT FEES | | |
| Semester tuition | | |
| Undergraduates | 37,822 | 37,775 |
| Graduates | 5,824 | 5,319 |
| Non-credit courses | | |
| Continuing studies | 825 | 873 |
| Grenfell Campus | 314 | 302 |
| Marine Institute | 10,057 | 10,279 |
| Other fees | 4,565 | 4,479 |
| | <u>59,407</u> | <u>59,027</u> |
| OTHER REVENUE | <u>15,177</u> | <u>13,745</u> |
| | <u>15,177</u> | <u>13,745</u> |
| INVESTMENT INCOME | <u>1,894</u> | <u>2,422</u> |
| | <u>1,894</u> | <u>2,422</u> |
| | <u>439,808</u> | <u>410,754</u> |

SCHEDULE OF GROSS OPERATING EXPENDITURES BY FUNCTION

Year ended March 31
[thousands of dollars]
[unaudited]

| | <u>2012</u> | <u>2011</u> |
|---|----------------|----------------|
| ACADEMIC | | |
| Faculty of Medicine | 63,209 | 51,997 |
| Fisheries and Marine Institute | 44,212 | 45,145 |
| Faculty of Science | 43,546 | 42,248 |
| Faculty of Arts | 33,524 | 31,854 |
| Grenfell Campus | 27,062 | 23,762 |
| Faculty of Business Administration | 13,489 | 11,882 |
| Faculty of Engineering and Applied Science | 13,198 | 13,497 |
| Faculty of Education | 11,201 | 11,162 |
| School of Graduate Studies | 7,569 | 7,701 |
| Distance Education, Learning and Teaching Support | 6,389 | 6,472 |
| School of Nursing | 6,291 | 6,006 |
| School of Human Kinetics | 4,815 | 4,201 |
| Technical Services | 4,558 | 4,182 |
| School of Social Work | 4,139 | 4,072 |
| School of Pharmacy | 3,743 | 3,067 |
| School of Music | 3,595 | 3,441 |
| Co-op Education | 2,640 | 2,477 |
| Office of Collaborations and Research | 2,426 | 1,992 |
| Animal Care Unit | 2,327 | 1,927 |
| School of Life Long Learning | 1,407 | 1,667 |
| Labrador Institute | 891 | 756 |
| | <u>300,231</u> | <u>279,508</u> |
| SUPPORT SERVICES | | |
| Administration | 37,709 | 34,745 |
| Facilities Management | 30,867 | 27,872 |
| Library | 17,943 | 16,815 |
| Computing and Communications | 13,727 | 12,294 |
| Student Services | 11,455 | 10,649 |
| | <u>111,701</u> | <u>102,375</u> |
| | <u>411,932</u> | <u>381,883</u> |

SCHEDULE OF GROSS OPERATING EXPENDITURES BY OBJECT

Year ended March 31
[thousands of dollars]
[unaudited]

| | Academic | | Library | | Student Services | | Facilities Management | | Computing and Communications | | Administration | | Total | |
|---|----------------|----------------|---------------|---------------|------------------|---------------|-----------------------|---------------|------------------------------|---------------|----------------|---------------|----------------|----------------|
| | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 |
| Academic salaries | 137,146 | 128,087 | 2,994 | 2,795 | 1,144 | 1,116 | - | - | - | - | 821 | 684 | 142,105 | 132,682 |
| Other instruction and research salaries | 2,051 | 1,775 | 322 | 289 | 1,039 | 1,062 | 222 | 245 | 158 | 164 | 150 | 124 | 3,942 | 3,659 |
| Other salaries and wages | 68,062 | 62,081 | 4,715 | 4,542 | 5,081 | 4,536 | 14,288 | 13,271 | 7,277 | 6,234 | 22,722 | 20,886 | 122,145 | 111,550 |
| Employee benefits | 35,887 | 34,066 | 1,528 | 1,522 | 1,215 | 1,092 | 3,749 | 3,661 | 1,439 | 1,258 | 6,950 | 6,242 | 50,768 | 47,841 |
| | 243,146 | 226,009 | 9,559 | 9,148 | 8,479 | 7,806 | 18,259 | 17,177 | 8,874 | 7,656 | 30,643 | 27,936 | 318,960 | 295,732 |
| Utilities | 4,018 | 3,910 | 14 | 18 | 31 | 32 | 17,677 | 14,848 | 207 | 224 | 121 | 131 | 22,068 | 19,163 |
| Materials and supplies | 14,845 | 16,331 | 503 | 466 | 1,399 | 1,190 | 1,306 | 1,012 | 2,293 | 2,215 | 1,534 | 1,263 | 21,880 | 22,477 |
| Renovations | 12,757 | 7,746 | 505 | 237 | 199 | 271 | 2,532 | 2,674 | 582 | 567 | 122 | 184 | 16,697 | 11,679 |
| Travel and hosting | 7,095 | 6,675 | 132 | 147 | 577 | 578 | 166 | 144 | 134 | 48 | 1,403 | 1,206 | 9,507 | 8,798 |
| Scholarships and bursaries | 8,095 | 8,569 | - | - | 603 | 562 | 6 | 4 | - | - | 255 | 175 | 8,959 | 9,310 |
| Externally contracted services | 3,272 | 3,230 | 63 | 91 | 49 | 78 | 3,544 | 3,224 | 586 | 808 | 868 | 897 | 8,382 | 8,328 |
| Professional fees | 3,625 | 3,371 | 169 | 10 | 86 | 67 | 422 | 291 | 54 | (160) | 1,486 | 1,957 | 5,842 | 5,536 |
| Rental | 986 | 1,893 | 69 | 108 | 36 | 29 | 147 | 103 | 1,617 | 1,556 | 152 | 143 | 3,007 | 3,832 |
| Other: | | | | | | | | | | | | | | |
| Reference books | 2,472 | 2,553 | 6,877 | 6,583 | 5 | 7 | 4 | 7 | - | - | 50 | 36 | 9,408 | 9,186 |
| Insurance | 346 | 336 | - | - | - | - | 40 | 34 | 2 | 2 | 905 | 938 | 1,293 | 1,310 |
| Institutional memberships | 404 | 378 | 89 | 64 | 31 | 24 | 10 | 4 | 12 | 15 | 453 | 377 | 999 | 862 |
| Space rental | 914 | 749 | - | - | 4 | 2 | - | - | - | - | 69 | 72 | 987 | 823 |
| Property tax | 143 | 124 | - | - | - | - | 790 | 767 | - | - | - | - | 933 | 891 |
| Debt repayments | 88 | 112 | - | - | 13 | 18 | 2 | 1 | 14 | 17 | 238 | 30 | 355 | 178 |
| External cost recoveries | (1,975) | (2,478) | (37) | (57) | (57) | (15) | (14,038) | (12,418) | (648) | (654) | (590) | (600) | (17,345) | (16,222) |
| | 57,085 | 53,499 | 8,384 | 7,667 | 2,976 | 2,843 | 12,608 | 10,695 | 4,853 | 4,638 | 7,066 | 6,809 | 92,972 | 86,151 |
| | 300,231 | 279,508 | 17,943 | 16,815 | 11,455 | 10,649 | 30,867 | 27,872 | 13,727 | 12,294 | 37,709 | 34,745 | 411,932 | 381,883 |

COMPENSATION PRACTICES AT MEMORIAL UNIVERSITY OF NEWFOUNDLAND

Compensation at Memorial University of Newfoundland [the “University”] is characterized by the financial remuneration received by individuals in relation to the duties and responsibilities of their respective position. Compensation is predominantly in the form of a fixed salary that is regularly reviewed for annual step progression, general economic increases, administrative stipends and market differential where deemed necessary.

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

Compensation for Academic Executive, Academic Management, and Academic Staff includes a salary amount identified on the faculty scale, based on experience, rank and highest degree, in accordance with the Memorial University of Newfoundland Faculty Association [MUNFA] collective agreement. In addition, there is an administrative stipend, set by the Board that is applied in addition to core compensation to reflect the size and complexity of the faculty, school or department. Per-course instructors are represented by Lecturers’ Union of Memorial University of Newfoundland [LUMUN] and compensated in accordance with negotiated salary amounts.

There are three main salary scales for administrative groups below the level of Vice-President, including: Senior Administrative Management [SAM] scale; the Management and Professional staff [MPS] scale; and unionized and non-unionized staff [Common] scale.

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

Compensation analyses for academic and administrative positions are regularly completed to ensure market compliance within identified comparator groups and to ensure ongoing competitiveness of the University’s compensation structure. These market differentials are applied where market demands are greater than assigned salary levels.

For unionized faculty and staff, compensation structures are determined through collective bargaining processes between the University and the various unions representing each employee group: MUNFA, Canadian Union of Public Employees [CUPE], and the Newfoundland Association of Public Employees [NAPE].

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

MEMORIAL UNIVERSITY OF NEWFOUNDLAND
EXECUTIVE SALARY RANGES
MARCH 31, 2012

| | Salary Range (\$) |
|--|--------------------------|
| President and Vice-Chancellor <i>[note 1]</i> | 274,286 - 342,857 |
| Vice-Presidents: | |
| Provost (Academic) <i>[note 2]</i> | 208,917 - 261,146 |
| Administration and Finance | 185,693 - 232,116 |
| Research <i>[note 3]</i> | 185,693 - 232,116 |
| Grenfell Campus [GC] | 185,693 - 232,116 |
| Fisheries and Marine Institute <i>[note 4]</i> | 185,693 - 232,116 |
| Deputy Provost (Students) and Associate Vice-President (Academic) Undergraduate Studies, Pro Tempore <i>[note 5]</i> | 179,485 - 224,357 |

Note 1: Actual salary is \$430,000 as per employment contract.

Note 2: The Board approved the conversion of the position of "Vice President, Academic" to "Provost and Vice President (Academic)" effective September 8, 2011.

Note 3: Actual salary is \$261,146 as per employment contract.

Note 4: The Board approved the conversion of the position of "Executive Director, Fisheries and Marine Institute" to "Vice President, Fisheries and Marine Institute" effective July 7, 2011.

Note 5: The Board approved the creation of the position of Deputy Provost (Students) and Associate Vice-President (Academic) Undergraduate Studies, Pro Tempore and eliminated the position of "Dean of Student Affairs" effective October 20, 2011.

MEMORIAL UNIVERSITY OF NEWFOUNDLAND
ACADEMIC SALARY RANGES
MARCH 31, 2012

| | Salary Range (\$) | Actual Minimum and Maximum Salaries (\$) | Number of Employees |
|--|---|---|--|
| Academic Executive: Deans of Faculties/Schools University Librarian Associate Vice-President | <i>[note 1]</i> | | 17 13 1 3 |
| Academic Management: Associate Deans Assistant Deans Department Heads Directors Associate Directors Associate University Librarians | <i>[note 2]</i> | | 85 27 6 42 5 1 4 |
| Academic Staff: Professors Associate Professors Assistant Professors Lecturers <i>[note 3]</i> Co-op Education Coordinators Librarians Instructors-Marine Institute | 31,723 -160,086 103,217 -160,086 87,529 -130,671 75,763 - 93,412 60,075 - 69,880 58,113 -101,255 54,190 -142,435 31,723 -118,886 | 42,945 - 224,799 109,100 - 224,799 89,490 - 171,852 65,958 - 122,827 62,036 - 85,868 75,762 - 97,333 54,190 - 114,981 42,945 - 118,886 | 1300 261 334 305 99 23 38 240 |

Note 1: Academic Deans receive a salary depending upon professorial rank plus an administrative stipend in the range of \$9,500 to \$26,500 per year depending on the size and complexity of their academic units, and whether they are serving a first or a second term. The Board approved that the title "Dean" should refer to the academic heads of Schools and discontinue the title "Director", the Board further approved the corresponding "Associate Directors" should be called "Associate Deans".

Note 2: Academic Department Heads receive a salary based upon their professorial rank plus an administrative stipend in the range of \$5,500 to \$10,000 depending on the size of their academic unit.

Note 3: Lecturers include 42 Visiting Professors paid on the lecturer scale.

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND
ADMINISTRATIVE SALARY RANGES
MARCH 31, 2012**

| | Salary Range (\$) | Actual Minimum and Maximum Salaries (\$) | Number of Employees |
|--|--------------------------|---|----------------------------|
| Senior Administrative Management Level 1 to 5 <i>[note 1]</i> | 99,511 -195,120 | 99,511 -195,120 | 120 |
| Management and Professional Staff <i>[note 2]</i> | 47,213 - 89,189 | 47,213 - 89,189 | 471 |
| Administrative Staff <i>[note 3]</i> | 28,780 -101,920 | 28,780 - 76,621 | 2148 |

Note 1: Compensation levels were assessed based on the Canadian broader public sector.

Note 2: Compensation was assessed based on the Atlantic Canadian broader public sector developed under the University's Job Evaluation System.

Note 3: Administrative salary ranges [Common Pay Scale] reflect salary levels defined by union collective agreements or non-bargaining terms and conditions of employment.

