



MEMORIAL UNIVERSITY OF NEWFOUNDLAND

ANNUAL REPORT

2009 – 2010

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Board of Regents

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June 30, 2010

Honourable Darin King, M.H.A.
Minister of Education
Department of Education
Government of Newfoundland and Labrador
P.O. Box 8700
St. John's, NF
A1B 4J6

Dear Minister King:

In accordance with the Board of Regents' responsibilities under the *Transparency and Accountability Act*, I present the 2009-10 annual report for Memorial University of Newfoundland.

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

The main strategic issues include:

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

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

Sincerely yours,

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

Robert E. Simmonds, QC
Chair, Board of Regents

INSTITUTIONAL OVERVIEW

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

Memorial University of Newfoundland moved to a new campus on Elizabeth Avenue in St. John's in 1961 and a period of rapid expansion followed. The Western Regional College of Memorial University in Corner Brook, later renamed Sir Wilfred Grenfell College, was established in 1975 to meet the demand for university education on the west coast. In 1992 the Marine Institute in St. John's merged with Memorial University, bringing the total number of campuses in the province to three. Together these three campuses, along with a campus in Harlow, England, and special facilities including the Bonne Bay Marine Station in Norris Point, the Ocean Sciences Centre in Logy Bay, the Labrador Institute in Happy Valley-Goose Bay and the Frecker Institute in St-Pierre continue to educate and serve the people of this province and, increasingly, the rest of Canada and the world.

There were changes at the senior leadership level in the 2009-10 year. The Board of Regents continued its search for a new permanent president and vice-chancellor of Memorial. In the spring of 2009, Dr. Eddy Campbell, who had been serving as acting president, was selected to become the next president of the University of New Brunswick. He left Memorial to assume that position at the end of August 2009. Dr. Christopher Loomis, who had been serving as the vice-president (academic) *pro tempore* was named president and vice-chancellor *pro tempore*.

The search for the new president and vice-chancellor was successfully concluded and in November 2009 the Board of Regents announced that Dr. Gary Kachanoski, an accomplished scientist and former vice-president (research) from the University of Alberta, would assume the role starting in July 2010.

In December 2009, the provincial government provided policy direction and supplementary resources to enable the future growth and development of Memorial's campus in Corner Brook. The announcement included a substantial increase in the budget of Sir Wilfred Grenfell College. In response, the university changed the title of the senior administrator at Grenfell to vice-president (Corner Brook). The new vice-president also joined the other vice-presidents and executive directors of the various Memorial University units as a member of the institution's Senior Executive Committee. A task force was created to guide the changes. Increased funding was allocated for marketing activities, research capacity development and student recruitment activities. As well, Grenfell's administrative capacity was augmented by the establishment of a secretariat to help implement the changes. Measures also commenced to change the name of the college with a goal to finding a permanent name that would enable Memorial to achieve the goals of growing the university campus in Western Newfoundland, while respecting the important traditions established at the Corner Brook campus.

The table on the following page provides enrollment information for fall 2009 by campus, level, gender and status. [NB: The Marine Institute also provided short-course industry training to almost 8,000 clients during the year and the university, through the Division of Lifelong Learning and Grenfell College's Division of Community Education and College Relations, provided non-credit training and professional development to thousands of other students.

Fall 2009

Campus	Undergraduate/Diploma			Graduate			Grand Total
	Female	Male	Total	Female	Male	Total	
St. John's	6,589	4,620	11,209	1,472	1,182	2,654	13,863
Full-time	6,114	4,345	10,459	780	776	1,556	12,015
Part-time	475	275	750	692	406	1,098	1,848
SWGC	636	364	1,000	0	0	0	1,000
Full-time	620	325	945	0	0	0	945
Part-time	16	39	55	0	0	0	55
Marine Inst.	321	757	1,078	8	11	19	1,097
Full-time	233	543	776	5	6	11	787
Part-time	88	214	302	3	5	8	310
Distance	920	549	1,469	0	0	0	1,469
Full-time	134	95	229	0	0	0	229
Part-time	786	454	1,240	0	0	0	1,240
Nursing Schools	668	55	723	0	0	0	723
Full-time	646	53	699	0	0	0	699
Part-time	22	2	24	0	0	0	24
	9,134	6,345	15,479	1,480	1,193	2,673	18,152

In 2009-10 Memorial employed over 4,600 faculty and staff across its three campuses as shown in the following table. [NB: Unlike previous annual reports the faculty count does not include clinical, adjuncts and the staff count does not include pensioners and student employees]:

April 1, 2009

	Faculty		Staff			Total	Grand Total
	Female	Male	Total	Female	Male		
St. John's	461	678	1,139	1,652	1,231	2,883	4,022
Full Time	378	569	947	1,201	898	2,099	3,046
Part Time	83	109	192	451	333	784	976
SWGC	34	71	105	96	58	154	259
Full Time	33	66	99	80	52	132	231
Part Time	1	5	6	16	6	22	28
Marine Institute	40	191	231	87	81	168	399
Full Time	36	162	198	82	66	148	346
Part Time	4	29	33	5	15	20	53
Grand Totals	535	940	1,475	1,835	1,370	3,205	4,680

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 with 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.

Two other items are of note. Section 36(2) of the *Act* mandates that the university cannot incur liability or make an expenditure that exceeds one-quarter of one percent of its total annual operating revenue. Section 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 also 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 diverse institution that offers instruction and conducts research in a variety of disciplines. It also engages in an array of community service activities beyond its core mandate of teaching and research, including operation of the Memorial University Recreational Complex Inc. (The Works), the Memorial University Botanical Garden at Oxen Pond, Western Regional Sports and Entertainment (the Pepsi Centre in Corner Brook) and the *Newfoundland Quarterly*, among others.

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

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

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

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

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

CORE VALUES AND PRINCIPLES

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

- Quality and Excellence – Memorial seeks to achieve the highest possible quality in the delivery of programs and services and the research it conducts.
- Creativity, Ingenuity, and Innovation – Memorial fosters a culture that encourages people to be creative and innovative.
- Equity, Equality, and Diversity – Memorial values the diversity within the institution and treats people in an equitable manner.
- Accessibility – Memorial strives to be accessible to all students.

Collegiality and Co-operation – Memorial is a place where people conduct themselves in a respectful, collegial and co-operative manner, among campuses and among the academic and administrative entities that comprise them.

- Responsiveness and Flexibility – Memorial is responsive to identified needs and flexible in its approach to issues.
- Competitiveness – Memorial is nationally and internationally competitive in all that it does.
- High Ethical Standards – Memorial holds itself to the highest ethical standards in its teaching, research and service.
- Sustainability – Memorial acts in a manner that is environmentally, economically and socially sustainable, both in its administration and in its program development.
- Accountability and Transparency – Accountability and transparency are essential characteristics of Memorial’s culture.

PRIMARY CLIENTS

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

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

VISION

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

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

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

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

MISSION

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

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

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

Indicators:

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

OUTCOMES OF OBJECTIVES

ISSUE ONE: STUDENTS

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

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

Objective 2009-2010: By March 31, 2010, Memorial University will have further enhanced select services to students and increased enrolment.

Measure: Services to students and enrolment are further enhanced

Indicator: Enhanced enrolment

In 2009-10, Memorial University took steps to enhance its enrolment with continued marketing of the university internationally, development of an undergraduate recruitment plan for Sir Wilfred Grenfell College, and a new recruitment website and entrance scholarships, as well as the hiring of an enrolment management co-ordinator, for Marine Institute. As a result of these efforts Memorial's overall enrolment increased, bucking an Atlantic regional trend of declining enrolment. The following provides further detail with some minor variances:

[* indicates the statistics exclude Marine Institute diploma and certificate registrations]:

- International enrolments increased to 1,143 this year (from 948 in 2008). There were increases in both undergraduate (668 students, an increase of 135 over 2008 numbers) and graduate (465 students, an increase from the 405 of 2008) enrolments.*
- As part of Memorial's involvement in a university-wide contract with Noel-Levitz (an American firm specializing in enrolment and recruitment issues), Grenfell College developed an undergraduate recruitment plan. A representative from Noel-Levitz visited the Corner Brook campus on several occasions and a plan was devised which will be rolled out during the 2010 fall and 2011 winter semesters. It involves hiring additional staff including a recruitment manager, an international recruiter, three domestic recruiters and one staff person focused on social networking strategies.
- Memorial's Marine Institute (MI) hired an enrolment management co-ordinator to provide strategic direction and ongoing guidance to recruitment and retention efforts.
- The Marine Institute launched a new recruitment website aimed at informing and engaging students, parents and high school guidance counsellors. The site offers an in-depth look at what is available to Canadian and international students at the Marine Institute.
- The Marine Institute launched a new entrance scholarship program for students with an 80 per cent average from secondary school.
- Overall, undergraduate enrolment increased by a total of 314 students (217 full time and 97 part time) for an overall increase of 2 per cent over the 2008 undergraduate population. Although the overall ratio of females to males is almost 2:1 at the undergraduate level, curiously, the increase in enrolment in 2009 of males was about one and a half times that of females, with an increase of 193 males and only 121 females. Geographically, (excluding MI Diploma and Certificate program registrations) the majority of the increase in undergraduate students enrolled came from International destinations (135), while 95 came from within Newfoundland and Labrador, and a decrease of two was realized from other Canadian provinces.*

- The undergraduate student population as of fall 2009 was 14,705.
Newfoundland and Labrador undergraduate enrolment (excluding Marine Institute diploma and certificate program registrations) increased to 11,750, an increase of 95 students over 2008.*
- Canadian out-of-province undergraduate enrolment decreased by two students between 2008 and 2009 (from 2,279 to 2,277).*
- The overall enrolment of adult learners in fall 2009 was 4,815. This represented a total increase of 256 students or 5.6 per cent more than the previous year. Of these enrolments, 106 were full time and 150 were part time. An adult learner is defined as an autonomous and self-directed learner who engages in purposeful learning activity, both formal and informal.*
- In terms of overall graduate enrolment there was an increase of 10.7 per cent this year (total of 2,673 students, or 258 more than last year).
- At Memorial's Corner Brook campus, Sir Wilfred Grenfell College, enrolment totaled 1,000. A further 226 students were enrolled in university studies through the Western Regional School of Nursing. This compares to enrolment of 1,037 in 2008 (the nursing program included an additional 230 students in 2008). The decline was mostly in Newfoundland and Labrador students.
- Memorial's Distance Education and Learning Technologies (DELT) experienced increased registrations in both undergraduate and graduate courses.
 - Collectively distance education registrations totaled 6,372 for the fall 2009 semester, an overall 7.9 per cent increase over 2008.
 - Undergraduate distance education course registrations were up 5.4 per cent in comparison with the same time last year. Undergraduate growth was led by a 38.5 per cent increase in the Faculty of Engineering, followed by increases in the Faculty of Science (23.8 per cent), Arts (15.3 per cent) Nursing (15.5 per cent), Human Kinetics and Recreation (8.9 per cent) and Maritime Studies/Technical Management (6.1 per cent) registrations.
 - Graduate course registrations increased by 33.9 per cent over the same period, with considerable growth in all subject areas: Education (31.5 per cent), Human Kinetics and Recreation (34.9 per cent), Nursing (26.4 per cent) and Social Work (56.4 per cent).
- The Division of Lifelong Learning experienced a 15 per cent overall increase in open enrollments for personal enrichment and professional development courses. Enrolments totaled 2,850 for the year.
- Grenfell College's Community Education and College Relations served approximately 3,000 western region residents in personal and professional development and recreational programming during the year with more than 500 programs delivered.
- The number of aboriginal students enrolled in undergraduate programs increased by 30 per cent between Fall 2008 and Fall 2009. Aboriginal enrolments in graduate programs increased by 50 per cent during the same period. While this suggests significant increases, the actual numbers of students involved remains small (i.e. 273 in undergraduate studies and 18 in graduate studies in Fall 2009). Given the limited size of the provincial aboriginal population, any increase in enrolment from this group is expected to remain incremental for the foreseeable future.

Indicator: Enhanced student services

In 2009-10 Memorial University's continued to enhance services to students:

- This year the Office of Student Affairs and Services initiated an Off-Campus Housing Fair on the St. John's campus in the fall to help students address their housing needs. Available affordable housing

remained a concern for students from away, a problem exacerbated by low rental property vacancy rates in St. John's and Corner Brook.

- Student Affairs and Services welcomed over 100 private and public sector employers in September to the 2009 Memorial University Career and Graduate School Fair on the St. John's campus. Thousands of senior students attended.
- Memorial's Marine Institute brought together industry partners, students and alumni at its eighth annual Career Fair in February.

The International Student Resource Centre was recreated in St. John's as a student-run, peer-support centre for international students. The centre hosted its first ever International Student Awards in November.

- In March post-secondary students from across the province had another opportunity to land jobs and gain practical career advice, this time without ever having to leave their home. Memorial partnered with College of the North Atlantic (CNA) in offering students a Virtual Job Fair on line. The high-tech initiative provided students and alumni career guidance and other services.
- Graduate students pursuing environment-related studies became eligible for new bursaries thanks to a donation from TD Bank Financial Group. The \$400,000 endowed donation enables the university to advance its teaching and research strengths in multiple environment-related disciplines.
- Memorial University and College of the North Atlantic collaborated on a new admissions route for Newfoundland and Labrador students. The new category of admissions is for applicants who successfully complete College of the North Atlantic's one-year Comprehensive Arts and Science Transition Certificate program.
- The Division of Marketing and Communications implemented a pilot project to improve the provision of general information to students on the St. John's campus. Television monitors were installed at various locations that provide a mix of campus news and special announcements, including emergency alerts, and other information.
- Memorial again held Grad Street Festival, a project that provides students a road map for the future, guiding those who are set to graduate in the right direction. A series of display booths provided students with information about how to register for convocation ceremonies, secure tickets and how to rent a cap and gown. Students also received post-graduation career counseling, discovered the perks of becoming a member of the Memorial alumni community and explored graduate programs, among other activities.
- New Marine Institute instructors with no previous teaching experience were provided with an introduction to the art of teaching through a five-day Fundamentals of Teaching and Learning course. Follow-up with new instructors continued throughout their first term with office and in-class visits and teaching reviews.

SUMMARY

Memorial's goal continues to be to increase enrolment at the undergraduate and graduate levels. To achieve this, the university must continue activities such as those outlined above which attract traditional students, retain existing students and identify underserved market segments. Achieving Memorial's strategic direction in enrolment requires a great deal of work before significant empirical differences will occur. Some of the factors are not entirely or partly within the control or mandate of Memorial and involve demographics and resources to effectively market the university nationally and internationally, among others.

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

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

Indicators:

- Enhanced university environment
- Increased enrolment

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

Objective 2009-2010: By March 31, 2010, Memorial University will have further enhanced select academic program offerings and ensured they are responsive to student needs.

Measure: Course offerings and programs expanded and responsive to the needs of students

Indicator: Expanded course offerings and programs

In 2009-10, Memorial continued to grow and expand program offerings and courses and made them available to a broad and diverse cross-section of students. The following programs/courses/initiatives were approved by the university's academic governing body, the Senate, following assessment of demand, among other factors:

April 2009

- o Faculty of Arts – Master of Arts and Education (Education and Francophone Literatures and Cultures)

May 2009

- o Faculty of Arts – Enhancing Academic Performance program

September 2009

- o Faculty of Arts – major: Law and Society
- o Faculty of Education – Master of Education (Social Justice Education)

October 2009

- o Entrance scholarships for aboriginal students

December 2009

- o Faculty of Arts – minor program: Law and Society
- o School of Social Work – Bachelor of Social Work as a second degree program

February 2009

- o School of Nursing – Bachelor of Nursing (Collaborative) LPN Bridging Option
- o School of Nursing – Bachelor of Nursing (Post-RN) Nurse Practitioner Primary Health Care Option
- o Marine Institute – Master of Technology Management

Indicator: Enhanced responsiveness to educational needs of students

In 2009-10, Memorial enhanced its responsiveness to educational needs of students through the following initiatives:

- In 2009-10 Memorial's Distance Education and Learning Technologies (DELT) celebrated 40 years of credit-based distance education service to the province. Courses were initially delivered using videotape recorders, television receivers, mobile carts and long distance phone service. This year DELT continued to explore technologies to increase access and enhance the delivery of post-secondary education so that now all distance education courses offered at Memorial are entirely web-based.
- A total of 46 new distance education courses were developed by DELT and a Master of Engineering Management program was completed. The courses developed in 2009-10 further contributed to the following existing distance education programs:
 - Master of Technology Management
 - Master of Physical Education
 - Master of Engineering Management
 - Master of Education
 - Bachelor of Arts (Police Studies);
 - Bachelor of Business Administration
 - Bachelor of Nursing (Post RN).
- In addition, this year DELT developed courses for programs partially offered or nearly completed for a distance offering, including:
 - Bachelor of Post-Secondary Education
 - Master of Education (Francophone Literatures and Cultures)
 - Bachelor of Arts (Law and Society minor)
 - Bachelor of Arts (multiple majors and minors)
 - Bachelor of Social Work
 - Therapeutic Recreation
- Many of the students who chose to study by distance are adult learners who are unable to attend at the campuses because of geography or other responsibilities. In particular, teachers, nurses and other professionals in rural areas of the province availed of distance education opportunities to complete educational upgrading and graduate studies.
- Marlene Brooks, senior instructional designer with DELT, continued to explore the virtual world of Second Life as a teaching and learning tool. Her focus is on enhancing students' university experience by using immersive environments to get them excited about learning. In 2009, Ms. Brooks and her team won a national award on the integration of Second Life in an engineering course. Currently, Second Life has been integrated in engineering, business and women's studies courses at Memorial.
- Memorial's Division of Lifelong Learning offered a course dedicated to maximizing employee performance and enhancing problem-solving skills in the business sector. The course is known as Six Sigma Green Belt training. This is a continuous improvement business strategy originally developed by American telecommunications company Motorola that facilitates financial savings, improved quality of products and services, development of staff skills and quality control recognition.
- The Division of Lifelong Learning and Memorial's Labrador Institute successfully facilitated leadership training in Labrador. Classes were offered during two sittings between April and October of 2009 involving 20 participants. The program was offered on site at the Labrador Institute in Happy Valley-Goose Bay by instructors from Lifelong Learning.

- A number of university and off-campus organizations came together to host Disability Awareness Day in March. These included Memorial's Glenn Roy Blundon Centre for Students with Disabilities, the undergraduate and graduate students' unions, the MUN Disability Information and Support Centre (MUN DISC), the Department of Human Resources, the Wellness Education division of the University Counseling Centre and a variety of disability-related community organizations. The initiative highlighted the wide range of services available to people with disabilities studying and working on Memorial's St. John's campus and in the larger community.
- During the year Memorial's Marine Institute developed a number of programs and courses specifically responsive to the needs of industry in the province [NB: the university-level courses are also mentioned earlier in this section as they required Senate approval]. The suite of new programs included:
 - Master of Maritime Management
 - Master of Technology Management
 - Joint Diploma of Technology/Bachelor of Technology in Underwater Vehicles
 - Joint Diploma of Technology/Bachelor of Technology in Ocean Mapping
 - Joint Diploma of Technology/Bachelor of Technology in Food Technology
 - Certificate in Offshore Steel Fabrication
- A new Helicopter Underwater Evacuation Breathing Apparatus course was developed by the Marine Institute and delivered to the offshore petroleum industry. Over 1,300 industry personnel were trained. Other short courses were developed including: Officer in Charge of Shipboard Helicopter Operations, Supplied Air Breathing Apparatus and Fire Officer I-IV.
- The Fishing Master Class IV program was converted to a distance e-learning delivery structure with instructional and technical support from the Marine Institute. A pilot delivery of this program was launched in co-operation with the Professional Fish Harvesters Certification Board.

SUMMARY

Memorial's goal to increase enrolment at the undergraduate and graduate levels is dependent on initiatives and activities such as those outlined above which enhance programs and services to students and celebrate the excellence of the university's teachers and the success of its students. Enhanced recruiting is a prerequisite to success, as are significant enhancements to student services and financial supports at the undergraduate and graduate levels. Ongoing challenges include the need for continued national and international recruitment marketing initiatives, the ongoing need for additional undergraduate scholarships and graduate fellowships, competition from other universities and changing demographics in Newfoundland and Labrador.

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

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

Indicator:

- Increased and enhanced academic programs

ISSUE TWO: RESEARCH, CREATIVE ACTIVITY AND SCHOLARSHIP

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

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

Objective 2009-10: By March 31, 2010, Memorial University will have further enhanced its research profile, collaborations and partnerships.

Measure: Research agenda/profile enhanced; research collaborations and partnerships increased

Indicator: Enhanced research profile

In 2009-10, Memorial and its researchers continued efforts to expand and enhance the university's and the province's research profile. Significant new research projects were approved and funded through a variety of internal and external sources. Overall research funding increased slightly (~\$200,000) in 2009-2010 to a total research program valued at approximately \$90.2 million. The growth of research is mitigated by the continued need for expanded and enhanced research facilities at the St. John's campus. Many of these projects highlighted the world-class expertise and research capacity at Memorial. Some examples included:

- Three medical researchers at Memorial University were awarded over \$2 million by the Canadian Institutes of Health Research in April 2009:
 - Dr. Thomas Michalak, Canada Research Chair in Viral Hepatitis/ Immunology, received \$812,265 for his studies on hepadnavirus pathogenicity in a woodchuck model of hepatitis B.
 - Dr. Guang Sun, Genetics, received \$806,518 for research on finding the endocrine and genetic determinants of obesity in Newfoundland.
 - Dr. Ken Kao, Terry Fox Cancer Research Laboratory, was awarded \$462,138 for analysis of the B-cell Lymphoma-9/Pygopus Protein complex in vertebrate body axis development.
- In another first for Memorial, the Royal Society of Canada (RSC) named two university research professors to the society this past year. Dr. Sean Brosnan, former head of the Department of Biochemistry, and Dr. Patrick Parfrey, Faculty of Medicine, were inducted at a ceremony in Ottawa on Nov. 28. This marked the first time professors from biochemistry and medicine at Memorial have been named to the RSC. Drs. Brosnan and Parfrey have a long history at Memorial and have known each other for years – they even attended the same university in Ireland. Dr. Parfrey earned his M.B. (medical degree) at University College, Cork, while Dr. Brosnan did his B.Sc. and M.Sc. in Ireland and his D. Phil. at Oxford. Dr. Brosnan joined the Department of Biochemistry in 1972 and is cross-appointed to the Faculty of Medicine; Dr. Parfrey joined the Faculty of Medicine in 1984.
- This year earth scientists from Memorial searched for small signs of life in the barren rock and waterways in Gros More National Park. The research project will help guide the eventual search for subsurface life on Mars. The geologically-rich area – known as a Mars analogue site – has some of the most distinct rock in the world and similar to what scientists believe to be on Mars. The project was led by Dr. Penny Morrill from Memorial's Department of Earth Sciences.

- In 2009-10, Biology PhD student Andrew Trant studied the rugged and ecologically-rich forest covering Labrador's Mealy Mountains – a region that's offering fascinating clues on how climate change is affecting vegetation and wildlife. He focused his work on traditional Innu land, digging soil pits, taking samples and studying the various strategies trees use to persist in the harsh and often volatile habitat.
- Dr. Kris Poduska, an assistant professor in the Department of Physics and Physical Oceanography, and Dr. Ralf Bachmayer, an associate professor in the Faculty of Engineering and Applied Science and the Marine Institute, each received \$25,000 as the 2009 recipients of the Petro-Canada Young Innovator Awards this past year. Dr. Poduska's research involves determining how the synthesizing of materials can affect their properties. She was singled out for this award in particular because of her work on properties of biological materials, or materials that can, in principle, go into a body. Dr. Bachmayer's research on underwater gliders earned him this award. In recent years, there has been a dramatic increase in the use of autonomous underwater gliders in applications in both the coastal and the deep ocean. Their unique capabilities, their ability to stay at sea unattended for weeks and months provides insight into processes and events that were previously unseen in this detail.
- In June 2009 business executives and industry leaders from around the globe got a chance to hear first-hand about the exciting and innovative research taking place right here in Newfoundland and Labrador by Memorial experts. The university was front and centre during the Newfoundland and Labrador Oil and Gas Industries Association's (NOIA) international petroleum conference. More than 700 delegates were in the capital city taking in the conference. All week long they heard about Memorial's research, as well as its educational programs and opportunities for expansion. *Research Report 2009: This is the start of something BIG*, touted Memorial's country-leading growth in research funding.
- A desire to fuel change and help inform government policies is the backbone to a new comprehensive province-wide survey undertaken this year. The survey was conducted by a team of Memorial researchers with a goal to develop an understanding of what parents of children and adolescents with special needs are saying about the services they receive, what has helped them, what additional services they think would be helpful, and the challenges they face in providing care for their children. The information collected is informing policy makers and practitioners on how to improve policies and services for children and adolescents with special needs and their families.
- Dr. Marc Glassman was Newfoundland and Labrador's recipient of a national award celebrating outstanding achievement, innovative practice and excellence in literacy this past year. This is the first time, someone teaching at a university level has been awarded this honour from the Council of the Federation. The Literacy Award recognizes the contributions made by Canadians in the field of literacy, including family, aboriginal, health, workplace and community literacy, and is presented to educators, volunteers, learners, community organizations, non-governmental organizations and businesses in each province and territory.
- The first multidisciplinary and comprehensive study of the Labrador Métis and their history commenced. Directed by researchers in the Faculty of Arts, *Understanding the Past to Build the Future* received more than \$1 million in funding in 2009-2010; \$999,935 for five years from the Social Sciences and Humanities Research Council of Canada (SSHRC) in through the Community-University Research Alliances (CURA) program, and \$250,000 from the Research & Development Corporation of Newfoundland and Labrador. The research objectives include investigating Inuit occupation of Southern Labrador, collecting and analyzing evidence of Inuit-European interactions, documenting cultural changes and bringing the history of the Métis into the present day. Dr. Lisa Rankin of Memorial University's Department of Archaeology and her team initiated the research in response to requests from the Labrador Métis Nation.

- Political science assistant professor Matthew Kerby examined the political careers of federal cabinet ministers, those that are successful and have long-term careers and those that make questionable choices which result in cabinet shuffles and reassignments. Dr. Kerby's research included a complete survey of every cabinet minister in the Canadian government from 1867 to 2000. In it he analyzes the various conditions surrounding each stint in cabinet and the reasons for each ministers' departure. The research has allowed him to develop a model that shows how the rules that inform political behaviour have evolved.
- Ongoing research by the Department of Geography's Dr. Josh Lepawsky examined what is happening to Canada's electronic waste. He was awarded a Canadian Environmental Research Grant by the Social Sciences and Humanities Research Council of Canada (SSHRC) for a project titled Blurred Borders: Mapping Canada's Role in the International Trade and Traffic of Electronic Waste. The grant of \$248,000 over three years is funding fieldwork for himself and graduate students in Singapore, Bangladesh and Kenya. Dr. Lepawsky received the grant earlier this year.
- Dr. Mario Blaser, an associate professor of archeology, was appointed Memorial's new Canada Research Chair in Aboriginal Studies in September 2009. Dr. Blaser is receiving \$100,000 annually for five years for his work as a Tier II chair which is tenable for five years and renewable once. Tier II chairs are for exceptional emerging researchers, acknowledged by their peers as having the potential to lead in their field. Dr. Blaser's research will build on his work and collaborations with colleagues and aboriginal leaders from North and South America.
- This country's only Tier I Canada Research Chair in a music discipline is an active member of the Memorial community. Dr. Beverley Diamond is director of the university's Research Centre for the Study of Music, Media and Place (MMaP) and cross-appointed in the Faculty of Arts and School of Music. She is internationally recognized for her work as an ethnomusicologist and was renewed as the university's Canada Research Chair in traditional music/ethnomusicology in September 2009. As a Tier I Canada Research Chair, Dr. Diamond is receiving \$200,000 annually for seven years. Tier I chairs are outstanding researchers acknowledged by their peers as world leaders in their fields. Memorial is now home to 26 Canada Research Chairs studying diverse topics such as healthy aging, Irish history and cold ocean systems. In addition to her renewal, Dr. Diamond was also named a Trudeau Fellow, one of the most prestigious humanities awards in Canada. This lucrative fellowship, which includes \$225,000, will allow Dr. Diamond to advance and expand upon her important research.
- Arctic and cold region engineering research at Memorial got a major boost in November 2009, thanks to one of the largest research chair contributions ever made at the university. Dr. Shawn Kenny was appointed the Wood Group Chair in Arctic and Cold Region Engineering, a position sponsored by international energy services company, John Wood Group PLC. The company invested \$500,000 to sponsor the chair over a five-year period. The Research & Development Corporation (RDC) of Newfoundland and Labrador also contributed \$500,000 through its Industrial Research and Innovation Fund.
- Suncor Energy, one of this country's leading integrated energy companies, helped foster a new generation of researchers at Memorial thanks to a \$250,000 donation to the university. The creation of the Terra Nova Young Innovator Award was officially announced during a ceremony in October on the St. John's campus. The prestigious award is funded by the Terra Nova development, the offshore oil field operated by Suncor. The donation will result in awards to be presented to Memorial researchers in each of the next five years. It will recognize, promote and support outstanding and emerging researchers whose innovative work has the potential to significantly impact society.

- In July Dr. Aziz Rahman was formally inducted as a new Fellow in the Canadian Academy of Engineering. The academy recognized Dr. Rahman for his outstanding contributions to the design, development, analysis, control and application of interior permanent magnet (IPM) synchronous motors and associated drive systems. Dr. Rahman has been repeatedly honoured by his peers for his technical contributions and leadership in promoting IPM technology worldwide, and he is the only person to receive highest awards from four IEEE societies.
- In March 2010, Dr. Claude Daley, a professor in the Faculty of Engineering and Applied Science, along with the Marine Institute's Centre for Marine Simulation (CMS) were featured on *Dive Detectives*, a new series for History Television. In its first ever episode, the father-and-son diving team of Mike and Warren Fletcher focus on the wreck of the *Edmund Fitzgerald* and what really caused the Great Lakes freighter to sink during a winter storm. They called upon the research team at Marine Institute's Centre for Marine Simulation to use their ship bridge simulator to recreate the vessel and simulate her last fateful voyage.
- This year the Marine Institute won the provincial government's Distinction in Innovation Award for its work with SmartBay at the 2009 Export and Innovation Awards, an honour that recognizes an individual or group that makes an outstanding contribution towards Newfoundland and Labrador's innovative culture. SmartBay, a project led by the School of Ocean Technology, provides customized weather and sea state forecast information using data gathered by four oceanographic buoys strategically placed in Placentia Bay. The information is updated four times daily and is available to the public in near-real time on the internet. Fishers, shipping companies and other users in the area routinely log on to the site to gain information that helps them make better decisions about their operations in the bay.
- Faculty from the School of Nursing participated in a five-year \$2.5 million project that is examining issues around chronic pain management. Drs. Sandra LeFort and Shirley Solberg are leading the project. In 2009-10 they carried out focus groups, reviewed scientific, policy and lay literature on the subject and explored best practices in managing pain.
- This year it was announced that Memorial's Faculty of Business Administration led Atlantic Canadian universities in the number of articles published in the most influential management research journals. The ranking is based on an analysis of 24 major business journals maintained by the University of Texas at Dallas from 2004-08. The increased research success is indicative of the priority placed on research within the faculty and the university as a whole.
- Women are less likely than men to receive training from their employers, according to a study from Memorial University's Faculty of Business Administration this past year. The study, published in *Perspectives in Labour and Income*, shows that women continue to face barriers in the labour market, in terms of both earning and training. Dr. Gordon Cooke, assistant professor of organizational behaviour and human resource management, conducted the research.
- Exercise science specialists from the School of Human Kinetics and Recreation undertook research that examined how the body acts as a calorie-burning machine. This year Allied Health Services (AHS), a network of athletic performance and health services within the school, offered specialized physiological testing to determine how many calories a body requires to maintain basic organ function determining basal metabolic rate (BMR).
- Yaffle, Memorial's research database, continued its upward trajectory, and this year featured more than 1,000 research summaries and 100 community projects. Its profile was further raised when in a January 2010 issue of the *Globe and Mail* highlighted Memorial's Google-like research search engine/database.

- A new report takes a critical look at the North American cruise ship industry, calling for more stringent regulations to halt the environmental pollution caused by the massive boats. *Getting a Grip on Cruise Ship Pollution* was authored by Dr. Ross Klein, a professor in the School of Social Work and an expert on the cruise ship industry. It was released by the U.S.-based environmental group, Friends of the Earth. Dr. Klein researched a multitude of industry issues including the history of environmental violations, the types of pollution produced and the modest number of environmental laws that govern the industry. He offered a wide-ranging set of policy recommendations, providing solutions for comprehensive environmental reform of the cruise industry.
- Dr. Ian Fleming, a professor with Memorial's Ocean Sciences Centre in Logy Bay, was named to the Royal Society of Canada Expert Panel on Ocean Climate Change and Marine Biodiversity. He is one of 10 researchers from around the world who are producing a new report that examines issues such as climate change, overfishing and biodiversity, all of which are related to various international treaties and conventions to which Canada is signatory.
- Memorial received \$6.5 million in federal funding in support of ocean research. Through its Leading Edge Fund, the Canada Foundation for Innovation (CFI) supported the creation of new state-of-the-art facilities for the study of cold-water and deep-sea organisms and ecosystems at the Ocean Sciences Centre. The funding supported development of infrastructure at the centre, including the construction of new buildings, laboratories, research facilities and equipment.
- The RBC Foundation made a record donation to Memorial University in support of research into fresh water concerns in communities throughout Newfoundland and Labrador. The \$800,000 donation is the largest philanthropic contribution the foundation has ever made to an educational institution in Atlantic Canada. The donation enables Memorial's Leslie Harris Centre of Regional Policy and Development to continue its regional workshops, and initiate a new research focus on the critically-important fresh water needs of the province. The funding was allocated through RBC Foundation's Blue Water Project.
- Four leading researchers and Memorial faculty members were renewed as Canada Research Chairs and received a total of \$3.8 million in funding from the federal government's Canada Research Chairs (CRC) program. They included:
 - Dr. William Driedzic, a professor at the Ocean Sciences Centre, was renewed as the CRC in Marine Bioscience.
 - Dr. Dale Corbett, a professor of neuroscience in the Faculty of Medicine, was renewed as the university's Canada Research Chair in Stroke and Neuroplasticity.
 - Dr. Qiying Chen, an associate professor from the Department of Physics and Physical Oceanography in the Faculty of Science, was renewed as Canada Research Chair in Photonics.
 - Dr. Duncan McIlroy, an associate professor from the Department of Earth Sciences in the Faculty of Science, was renewed as Canada Research Chair in Petroleum Geoscience/Geotechnology.
- Memorial's Corner Brook campus, Grenfell College, developed two new research positions, a post-doctoral fellowship on climate change, energy and green economy policy and a post-doctoral fellowship on social and cultural values in forestry.
- Dr. Les Cake, Grenfell College, participated in a national study that reviewed 33 existing Canadian Centres/Institutes on Aging. The study involved extensive consultations with groups and individuals at Grenfell College, the Western Regional School of Nursing and Western Health. The Grenfell study

- involves expanded consultations with the provincial government and the community and academics to further identify aging-related research interests and to determine provincial resources currently available to seniors.
- To assist Grenfell College in strategically planning research activities, the Corner Brook campus undertook a research inventory. The report provided a review of best practices in research endeavours among and between university/college/community in other jurisdictions, a summary of input related to potential for growth of Grenfell's research activities and an overview of research activities that are underway or planned.
- The Marine Institute, through the Centre for Marine Simulation, was the winner of the Best Innovation 2008 award from the Thai-Canadian Chamber of Commerce in honour of its ground-breaking work in simulating and testing wind conditions on the Chicago Spire, a proposed 610 meter, 140-floor skyscraper that, once completed, will be among the world's tallest buildings and freestanding structures.
- The Centre for Marine Simulation, with funding from the Atlantic Canada Opportunities Agency, developed a new promotional brochure and video designed to highlight its research activities and capability.
- Memorial provides travel grants to faculty members to present their research findings at national and international conferences, thereby ensuring that the researchers contribute to the creation and dissemination of new knowledge. Support was awarded for the presentation of papers at academic conferences in disciplines supported by the Social Sciences and Humanities Research Council of Canada (SSHRC). There were 21 researchers in social sciences and humanities disciplines who received support through this program in 2009-10. Recipients this year included:
 - Miriam Anderson, Political Science
 - Kara Arnold, Business Administration
 - David Bell, Religious Studies
 - Edwin Bezzina, Division of Arts, Grenfell College
 - Vit Bubenik, Linguistics
 - Stephen Crocker, Sociology
 - Beverley Diamond, Music
 - Sarah Francis, Psychology
 - Paul Grant, English
 - Barbara Hunt, Division of Fine Arts, Grenfell College
 - Agnes Juhasz-Ormsby, English
 - Matthew Kerby, Political Science
 - Dale Kirby, Education
 - Ross Klein, Social Work
 - Margo Kondratieva, Education
 - Nancy Pedri, English
 - Hans Rollmann, Religious Studies
 - Katherine Side, Women's Studies
 - Kati Szego, Music
 - Gerard Van Herk, Linguistics
- Travel grant assistance was provided to faculty members in disciplines supported by SSHRC to attend business meetings of international scholarly organizations in which they hold office. Recipients for this year included:
 - Roselyne Okech, Division of Social Science, Grenfell College
 - Jeffrey Parsons, Business Administration

- Support was provided towards research projects undertaken by faculty members in disciplines supported by SSHRC through the Vice-President (Research) and SSHRC Research Grants Program. Recipients for 2009-10 included:
 - Kara Arnold, Business Administration
 - Edwin Bezzina, Division of Arts, Grenfell College
 - Mike Devine, Social Work
 - Sarah Francis, Psychology
 - Paul Grant, Division of Arts, Grenfell College
 - Rhonda Joy, Education
 - Doreen Klassen, Division of Social Science, Grenfell College
 - Victor Maddalena/Anne Kearney, Medicine/Nursing
 - Robert Meadus/ Creina Twomey, Nursing
 - LeAnne Petherick, Human Kinetics and Recreation
 - Jennifer Porter, Religious Studies
 - Hans Rollmann/Lisa Rankin, Religious Studies/Archaeology
 - Ronald Rompkey, English
 - Frederick White, German & Russian

- Under the Salary-Based Research Grants Program researchers received a research grant in lieu of salary, through a mechanism that includes peer review. Recipients in 2009-10 included:
 - Robert Dunbrack, Biology
 - John Lewis, Physics and Physical Oceanography
 - Sumangali Rajiva, Philosophy
 - Paul Smith, Folklore
 - Robert Sweeney, History

- The Publications Subvention Program provided financial assistance to scholarly publishing. Recipients this year included:
 - Myriam Osorio, French and Spanish
 - Ronald Rompkey, English
 - Diane Tye, Folklore

- The Artistic/Creative Research Grants Program provided support to faculty projects involving artistic/creative initiatives. Recipients included:
 - Jacqueline Barrett, Division of Fine Arts, Grenfell College
 - Anne Burke, Education
 - Nancy Dahn/Timothy Steeves, Music
 - Jane Leibel, Music
 - Maureen Volk, Music

- The Northern Scientific Training Program offered supplementary funding to assist graduate and senior undergraduate students in the completion of research projects involving fieldwork in the North. In 2009-10 students supervised by the following faculty researchers were supported under this program:
 - Trevor Bell, Geography
 - Luise Hermanutz, Biology
 - Ian Jones, Biology

- o Andrew Lang, Biology
- o Colin Laroque, Geography
- o Lisa Rankin, Archaeology
- The Petro-Canada Young Innovator Awards Program recognized outstanding and innovative new faculty researchers at Memorial whose work impacts positively on their department and whose research has the potential to be of significance to society at large. The recipients for 2009-10 were:
 - o Ralf Bachmayer, Engineering and Applied Science
 - o Kristin Poduska, Physics and Physical Oceanography
- Memorial's President's Award for Outstanding Research recognized researchers who have made outstanding contributions to their scholarly disciplines and include a \$5,000 research grant to be used at the discretion of the recipient for the sole purpose of supporting future research. The recipients for 2009-2010 were:
 - o Jeffrey Pittman, Business Administration
 - o Terry-Lynn Young, Medicine
- Appointments to the rank of University Research Professor were made again this year in recognition of faculty members who have demonstrated a consistently high level of scholarship and whose research is of truly international stature. These awards include research support for a period of five years. The recipients for 2009-2010 were:
 - o Ali Aksu, Earth Sciences
 - o Diane Goldstein, Folklore

Indicator: Enhanced collaborations

Indicator: Enhanced partnerships

In 2009-10, Memorial and its researchers continued efforts to enhance collaborations and partnerships within the university and with outside agencies to advance research programs and projects. Some examples included:

- Medical researchers Drs. Bridget Fernandez and Michael Woods undertook leading edge genetic research. In 2009-10, the researchers worked with local respirologists, radiologists, pathologists and laboratory scientists to identify the gene for familial pulmonary fibrosis.
- Researchers netted more than \$2 million in funding from the Natural Sciences and Engineering Research Council of Canada (NSERC) for six strategic research projects in fisheries and aquaculture. Principal investigators from Memorial receiving support included Drs. Ian Fleming, Don Diebel and David Schneider of the Ocean Sciences Centre; Dr. Paul Winger from the Marine Institute; Dr. Orland Hoerber of the Department of Computer Science; and Professor Dag Friis from the Faculty of Engineering and Applied Science.
- Memorial researchers continue to develop new methods to observe what takes place on the ocean floor. The project is led by Dr. Vlastimil Masek from the Faculty of Engineering and Applied Science, and included researchers from other units. The Ocean Network Seafloor Instrumentation Project, which began in 2007 and continued in 2009-10, is a five-year multi-disciplinary research and development project to design, fabricate and validate a seafloor array of wireless marine sensors for use in monitoring seabed processes, including applications such as geological imaging and earthquake detection. The end result will be the creation of individual compact and low-cost sensors, called SEAformatics pods, which can self-power through ocean bottom currents, and communicate with each other and with the Internet, allowing observation of the ocean floor from shore.

- A Faculty of Business Administration initiative got a major boost when federal and provincial governments announced a combined \$1.95-million investment in the Atlantic Canada Venture Gateway. The Atlantic Canada Venture Gateway, formerly Gateway Without Borders, is an outreach initiative of the Faculty of Business Administration that assists high-growth technology firms in attracting capital and securing strategic business partnership in the international marketplace. The funding supports the expansion of the initiative across Atlantic Canada
- The Research and Development Corporation, the provincial Crown entity mandated to improve Newfoundland and Labrador's research and development capacity, announced a \$1.9 million investment in research projects at Memorial through the Industrial Research and Innovation Fund (IRIF). The investment enables researchers to leverage a further \$5 million from other funding bodies. Memorial researchers receiving funding include:
 - Dr. Jeremy Hall, Department of Earth Science, Faculty of Science – Dr. Hall's project involves on-land studies of the Anatolian Plateaux uplift, which is complemented by studies of corresponding subsidence in adjacent offshore basins. This \$61,735 IRIF award leveraged NSERC funding for a total project cost of \$666,735. This is a world-class research project that involves collaboration with European partners.
 - Dr. Priscilla Renouf, Department of Archaeology, Faculty of Arts – Dr. Renouf received a \$500,000 IRIF award toward her Canada Research Chair in North Atlantic Archaeology. In addition to the Canada Research Chair, Dr. Renouf also received funding from the Canada Foundation for Innovation (CFI). This research project totals over \$2 million.
 - Dr. Barbara Neis, Department of Sociology, Faculty of Arts – Dr. Neis received \$352,500 for the research network CURRA, which carries out community-based, interdisciplinary research in support of regional efforts to devise and implement a recovery strategy for fish stocks and fishery communities. The IRIF funding for this project matched a \$1 million grant from the Social Sciences and Humanities Research Council (SSHRC).
 - Drs. Mohammed Ahmed and Octavia Dobre, Faculty of Engineering and Applied Science – Drs. Ahmed and Dobre received \$222,819 for the development of an Advanced Wireless Communication Research Lab. This infrastructure enhances research activities in wireless communications and facilitates the development of new and improved wireless products. This IRIF funding leveraged a Canada Foundation for Innovation (CFI) grant of \$200,000.
 - Prof. Dag Friis, Faculty of Engineering and Applied Science – Prof. Friis received a \$135,000 IRIF award towards an ocean technology project on the operational efficiency of the Newfoundland and Labrador inshore fishery. He is working with the Marine Institute and with the Fish Food and Allied Workers (FFAW) union. The Department of Fisheries and Aquaculture and the Natural Sciences and Engineering Research Council (NSERC) are also supporting this project.
 - Drs. Pauline Duke and Marshall Godwin, Faculty of Medicine -- Drs. Duke and Godwin received \$180,115 for this collaborative study to evaluate the effectiveness, acceptability and usage of self-sampling for human papillomavirus (HPV) in communities in Newfoundland and Labrador. IRIF funding was used to leverage funding from the Canadian Institutes for Health Research – Regional Partnerships Program (CIHR-RPP). The total cost for this project is \$360,230.
 - Dr. Robert Scott, Grenfell College – Dr. Scott was awarded \$20,500 for his research in the area of marine and life sciences. This research examines how human activities alter boreal lake ecosystems, thereby affecting fish populations. The current research focuses on the impacts of timber harvesting on nutrient input to boreal lakes, and the impacts this has on brook trout.

- Dr. Orland Hoeber, Department of Computer Science, Faculty of Science – Dr. Hoeber was awarded \$69,650 for research in the ocean technology sector. Dr. Hoeber is developing a framework for the multi-display visualization of large spatial data sets. This project will create visual representations of oceanographic observation data.
- Dr. Angela Carter, Grenfell College – Dr. Carter was awarded \$24,160 to conduct a comparative analysis of the environmental regulatory systems for oil development in key jurisdictions in North America for application in the Newfoundland and Labrador oil and gas sector.
- Dr. Mark Abrahams, Faculty of Science – Dr. Abrahams was awarded \$100,000 to investigate mechanisms that affect predator-prey interactions in aquatic ecosystems, and how these predator-prey interactions are mediated by environmental parameters including dissolved oxygen, temperature and turbidity.
- Dr. Craig Purchase, Department of Biology, Faculty of Science – Dr. Purchase was awarded \$67,500 for research related to the conservation and productivity of marine life. The long-term objectives of this research are to investigate the scope, hierarchical expression within-species, origins and implications of intra-specific life history variation in marine life.
- Dr. Minglun Gong, Department of Computer Science, Faculty of Science – Dr. Gong was awarded \$50,000 to investigate how to perform challenging visions tasks in real-time on programmable graphics hardware.
- Dr. Patrick Gagnon, Ocean Sciences Centre, Faculty of Science – Dr. Gagnon was awarded \$66,216 to support the Cold Ocean Benthic Ecology Laboratory located at the Ocean Sciences Centre. This research examines biotic and abiotic interactions that regulate the structure and function of marine ecosystems in temperate and subarctic regions.
- Dr. Abir Igamberdiev, Department of Biology, Faculty of Science – Dr. Igamberdiev was awarded \$70,000 to conduct research targeted on investigations of physiological and biochemical mechanisms of plant adaptation to stress conditions.
- Two Memorial researchers played a role in a new project which aims to unlock the potential of Canada's next oilseed. Their work got a major boost from the Atlantic Canada Opportunities Agency (ACOA)'s Atlantic Innovation Fund in January. Dr. Matthew Rise, Canada Research Chair in Marine Biotechnology, and Dr. Chris Parrish, a professor at the Ocean Sciences Centre, are part of the project which received a \$2.8 million investment from ACOA. The Memorial portion of the work makes up more than \$870,000 of the project's overall budget of \$6.2 million. Drs. Rise and Parrish are the Memorial leads on the project which also includes other universities in Atlantic Canada and Saskatchewan, as well as Genome Atlantic, the project proponent.
- The Marine Institute hosted a Waterworks workshop in Montebello, Quebec, in partnership with the Company of Master Mariners of Canada, on the topic of *Arctic Communications Challenges during Emergency Response*.
- The Marine Institute's School of Ocean Technology was contracted by the Department of Fisheries and Oceans to prepare and host a Grand Banks Observatory Web portal to support information sharing for the Placentia Bay – Grand Banks Large Ocean Management Area (LOMA).
- The School of Ocean Technology was also contracted by Husky Energy to advise on met/ocean monitoring infrastructure design for the White Rose project.
- The School of Ocean Technology was also contracted by the International Maritime Organization (IMO) to re-write the Project Implementation Plan for its Marine Electronic Highway Demonstration Project for the Straits of Malacca and Singapore.

- The Marine Institute's School of Fisheries completed a video for the fish harvesting sector in Newfoundland and Labrador to promote safe fishing practices in the industry.
- The Marine Institute's *Ocean Innovation 2009 – Greener Ships, Bluer Waters* was held in Victoria, British Columbia in co-operation with Camosun College.
- The Marine Institute, through CASD, was chosen as the host for the Atlantic Fisheries Technology Conference (AFTC) in 2010 and the World Seafood Congress in 2013.
- The Humber River Basin Project (HRBP), a research program led by Grenfell College, Memorial's campus in Corner Brook, continued its multi-year research program. The project involves a comprehensive and integrated approach to ecological assessment and long-term monitoring. The basin represents a valued and important asset of western Newfoundland and serves as an excellent platform from which to develop knowledge and generate models for addressing critical issues surrounding resource management, land-use change, and sustainability. Data generated from benchmarking and long-term assessment helped inform local decision-making by managers and shareholders challenged with land management and policy formulation. The project has been highly successful in developing external partnerships, most notably with researchers in the United States and Canada. The project continues to provide a solid foundation for future collaboration and international alliances that will help internationalize the university and grow research capacity in western Newfoundland. Some examples of the work undertaken this year include:
 - **Activity 1: *Soil is King*.** Boreal forests contain relatively high concentrations of soil organic carbon and thus represent an important link in the global carbon cycle. The Humber River Basin project continues to conduct research to show for the first time how soil carbon dynamics respond to climate change in the boreal forests of Newfoundland and Labrador. University of Kansas researcher Dr. Sharon Billings is one of several scientists who worked collaboratively with local ecologists to understand the mechanisms of mineralization of carbon and associated release of CO₂ in response to increasing temperature. This year the basin project established a latitudinal transect along the western region of the province to better address the long-term impacts of climate change on forest ecosystems.
 - **Activity 2: *Source-to-Sea*.** Dr. Susan Ziegler and colleagues continued work to characterize the biogeochemistry of the Humber River Basin. Such knowledge is required to assess and predict the impacts of environmental change on Humber Basin watersheds. Part of the research effort is aimed at developing field deployable technologies to detect potential contaminants in watersheds and estuaries. The research team is advancing our understanding of how nutrients cycle within boreal ecosystems beginning in upland sites and ending in the sea.
 - **Activity 3: *Bountiful Bugs*.** The impact of climate change on biodiversity is largely unknown. Within the Humber River Basin research continued to better elucidate the influence of climate change on insect populations. Insects represent an important part of global biodiversity and for most insects warmer is better. Indeed, many entomologists claim that climate change is partly to blame for rapid and widespread insect outbreaks, for range extensions, and for shifts in insect community structure. Understanding insect population dynamics is one area of investigation by Dr. Wade Bowers. Within the basin, work continued to relate salinity levels (predicted to increase under warmer conditions) with changes in aquatic insect abundance and diversity. The work also attempts to identify insects that might be used as early warning tools or indicators of climate change.
 - **Activity 4: *Mystery of Mercury*.** Acute exposure to high levels of mercury is toxic, causing neurological, cardiac, reproductive, immunological impairment and , in cases of extreme

exposure, death. One avenue for exposure to mercury is consumption of fish and seafood. Research by Dr. Robert Scott was conducted in the Humber River Basin to assess the potential risk of mercury exposure. Such work will provide valuable insight into a potential environmental threat.

- Researchers from both sides of the continent helped shed light on a little known chapter of North American history. Memorial University music professor Dr. Kati Szego worked with researchers from the University of Hawaii to research the musical legacy of Hawaii's last reigning monarch – Queen Lili'uokalani, a once powerful figure who was overthrown more than century ago, leaving behind an indelible mark on her nation and its music history. Dr. Szego and her collaborators published their research this year.
- Memorial University became the site of a new research and development centre, a partnership with the American Bureau of Shipping (ABS). The ABS Harsh Environment Technology Centre is located on the St. John's campus. The new centre supports the development of technologies for ships and offshore structures operating in harsh environments, particularly the Arctic. Applied research is conducted to study vessels and units operating in ice-covered waters, low-temperature environments and severe wave and wind climates. Memorial signed a memorandum of understanding (MOU) with ABS during the second annual Arctic Shipping North America Conference in St. John's in October 2009.
- Dr. David Behm, professor from the School of Human Kinetics and Recreation, headed up an international study that's examining how massage and other reflex inhibition techniques can increase a person's range of motion around a joint. That increase in flexibility could in turn help reduce musculoskeletal disorders that affect the body's muscles, joints, tendons and ligaments. Typically those disorders affect the back, neck, shoulders and upper limbs. Health problems vary but can include aches, pains and discomfort. Dr. Behm conducted the research in collaboration with Argentina-based Professor Mario Di Santo, a researcher at the Institute for Physical Education Teacher Training in Cordoba, Argentina.
- A team of international scientists found that the world's last remaining "pristine" forest is under increasing threat. The boreal forest stretches across large portions of Canada, Russia and other northern countries. Researchers from Memorial, the University of Adelaide in Australia and the National University of Singapore are now calling for the urgent preservation of existing boreal forests in order to secure biodiversity and prevent the loss of this major global carbon sink. The boreal forest comprises about one-third of the world's forested area and one-third of the world's stored carbon, covering a large proportion of Russia, Canada, Alaska and Scandinavia. To date it has remained largely intact because of the typically sparse human populations in boreal regions but that is now changing according to a team of researchers that includes Dr. Ian Warkentin, associate professor from the environmental science unit at Grenfell College.
- A new high-performance transatlantic connection was developed that links researchers from Europe and North America, creating one of the most advanced data transfer networks in the world. Memorial played a major role in this strategic partnership. The IceLink Project established a high-capacity undersea circuit in the northern polar region linking Canada and the United States to the five Nordic countries of Denmark, Finland, Iceland, Norway and Sweden. The new system was officially announced in early December. This new network also provides an alternate connection and redundancy to the existing link which originates in New York and connects to Europe through Amsterdam. The project is a joint venture between NORDUnet, a collaboration of the five Nordic National Research and Education Networks, and CANARIE, the national non-profit corporation which manages Canada's ultra high-speed research network. Memorial is a member of CANARIE.

- Graduate students pursuing environment-related studies became eligible for new bursaries thanks to a donation from TD Bank Financial Group. The \$400,000 endowed donation enabled the university to advance its teaching and research strengths in multiple environment-related disciplines. The TD support also enabled Memorial to address an urgent need to build its number and level of graduate awards (in 2008-09, only 79 graduate students – three per cent of the graduate student population – received donated financial support). The funding enables scholars to advance cutting-edge research projects and makes it possible for deserving students to focus more on their academic pursuits free from financial burdens. The bursaries supported the provincial government’s innovation strategy which is focused on stimulating innovation in the province and providing the necessary resources for academic and research institutions.
- The Canadian Healthy Oceans Network (CHONe), headquartered at Memorial University and consisting of 65 researchers from 15 universities and multiple federal research labs, received additional funding of \$580,000 from the Natural Sciences and Engineering Research Council of Canada (NSERC). The funding provides Canadian students studying ocean-related issues a chance to partner with some of the world’s best scientists. Dr. Paul Snelgrove, Memorial’s Canada Research Chair in Boreal and Cold Ocean Systems, is the national director of CHONe. NSERC is providing \$5 million in funding to the group over five years, and Fisheries and Oceans Canada is contributing close to \$2 million in ship time.
- Memorial, Chevron Canada, and the province’s Research and Development Corporation (RDC) partnered to create a new Process Engineering Design and Research Laboratory on the St. John’s campus. Chevron Corporation also selected Memorial University for its University Partnership Program (UPP), which includes about 100 schools worldwide. Memorial is the first university in Canada selected for this program. The mandate of the Chevron UPP is to explore with select universities around the world ways in which collaborative work can be done to deliver tomorrow’s energy by cultivating mutually beneficial relationships. Chevron’s intends to make this partnership a multi-year arrangement. To initiate the partnership with Memorial, \$50,000 was allocated from the Chevron UPP. Coupled with the matching contributions from the Faculty of Engineering and Applied Science at Memorial and RDC, the total investment of \$150,000 was used to develop the laboratory facility, provide required computer hardware and software, support design projects, and pay stipends to students and engineers working on projects. Research and development in this new laboratory will help address the unique technical challenges that process industries face in the harsh Newfoundland and Labrador environment. The RDC funding came from the IRIF program.
- Dr. Yolanda Wiersma, an assistant professor of biology, landscape ecologist and conservation biologist at Memorial, joined a Canada-wide project aimed at bringing together the public, internet technology and geographical information to support research on environmental issues. In 2009-10 she developed a new website that asked users to log sightings of wildlife and species at risk as Newfoundland’s contribution to a larger Geomatics for Informed Decisions (GEOIDE), a project led by McGill University.
- Diverse research projects ranging from medical genetics to fish technology received a major boost from the federal government’s Atlantic Innovation Fund (AIF). Projects included:
 - The Population Therapeutics Research Group (PTRG), a team within the Faculty of Medicine, received \$1.8 million over a three-year period to develop a state-of-the-art information technology platform able to generate large sample groups – family trees – to conduct studies on the genetic contribution to specific disease states, drug efficacy and adverse events.
 - A project from the Faculty of Engineering and Applied Science involving the university’s autonomous underwater vehicle, the Explorer AUV, received \$2.1 million over a four-year period to add sonar and advanced feature-based navigation and adaptive mission control systems to the craft.

- o Also in Engineering a project involving the use of high frequency radars to monitor ocean activity, was awarded \$1.7 million over a four-year period. Researchers are developing new software for high frequency radar signals that could be used in a variety of oceans-related research including identifying the path and speed of ships and icebergs, assisting search and rescue planning and supporting meteorological applications such as weather forecasting.
- o The Marine Institute's Centre for Sustainable Aquatic Resources (CSAR) and commercial partner Vónin Canada received \$1.8 million from the Atlantic Innovation Fund (AIF) over five years to support a project aimed at reducing the seabed impacts of bottom trawls. The centre aims to use new technology to catch commercial quantities of finfish and shellfish with reduced seabed contact compared to traditional systems, thereby reducing environmental impact on the seabed. Researchers are undertaking the design and computer simulation of innovative fishing systems, the evaluation of physical models using the Marine Institute's flume tank and the construction and evaluation of full-scale prototypes.
- o Memorial's C-CORE, an international leader in the development and application of innovative engineering technologies for natural resource sectors, received \$2.2 million over a four-year period in support of research in radar-based satellite monitoring aimed at predicting subsurface ground movement.
- A Faculty of Arts-led research project garnered nearly \$1 million in funding from the Social Sciences and Humanities Research Council of Canada. The five-year research project is led by Dr. Carrie Dyck, Linguistics. The funding allows Dr. Dyck to further examine and study Cayuga, an aboriginal language spoken by about only 100 people in all of Canada. The research involves collaboration with community groups, grassroots partners, specialized researchers and other post-secondary institutions, to explore and better appreciate chapters of Canada's distinct heritage and culture. Team members on the project include the partner organization, the Woodland Cultural Centre (Brantford, Ont.), and co-investigator Amos Key, a Cayuga speaker. Other team members include various community organizations such as the Six Nations Language Council, the Six Nations Polytechnic Institute (affiliated with McMaster University), the Tecumseh Centre (Faculty of Education, Brock University, St. Catharines), and York University, as well as other post-secondary institutions in the southwestern Ontario region. The group is collaborating with grassroots learning associations such as the Jake Thomas Learning Centre (named for the late Iroquoian orator, artist and educator Chief Jake Thomas).

SUMMARY

Memorial's strategic plan calls for significant increases in the level of research funding that the university attracts each year. All the funding mentioned in the preceding section was new to the provincial economy and to the province. The provincial spending under IRIF levered additional funding from federal granting councils and industry. This growing research effort was directly responsible for thousands of jobs this year. In addition to the obvious economic benefits, the practical discoveries provided tangible benefit to people at home and abroad throughout 2009-10.

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

Measure: Improved research profile

Indicators:

- Enhanced research profile
- Enhanced collaborations/partnerships

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

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

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

Objective 2009-10: By March 31, 2010, Memorial University will have further enhanced its provincial linkages and partnerships.

Measure: Enhanced activities in rural and regional areas

Indicator: Enhanced activities in regional development

In 2009-10, Memorial undertook a variety of activities to enhance regional development throughout Newfoundland and Labrador:

- Memorial's Leslie Harris Centre of Regional Policy and Development co-ordinated a number of regional development activities this year, including:
 - Synergy Sessions:
 - Canadian Bilateral Relations with China: Priorities for Engagement (Spencer Hall, April 14, 2009).
 - Building Cruise Ship Tourism in Newfoundland and Labrador: Issues and Challenges (Spencer Hall, April 20, 2009)
 - Climate Change: Global Action for Global Change (S.J Carew Building, August 27, 2009)
 - Will the Cod Ever Come Back? Comparing the Grand Banks with New England and the North Sea (Spencer Hall, September 17, 2009)
 - Biomass/Bioenergy: Forest Sector Regeneration (Spencer Hall, September 21, 2009)
 - Offshore Petroleum Industrial Benefits Update (Spencer Hall, October 2, 2009)
 - Embracing a 21st Century Model of Innovation: Why the Social Sciences and Humanities Have Moved to Centre Stage (Spencer Hall, October 5, 2009)
 - Canadian Manufacturers: Meeting the challenges of global competition (Genesis Boardroom, October 29, 2009)
 - The Canadian Navy and the Canadian Forces' Role in Arctic Sovereignty (Spencer Hall. November 25, 2009)
 - Economic Recovery: The Role of International Trade and Export (Spencer Hall. November 26, 2009)
 - The Organization of Clustering and Innovation in the Ocean Technology Sector in Newfoundland and Labrador and the St. John's City-Region (NRC IOT, Caribbean Room. Tuesday January 12, 2010.)

- o Memorial Presents:
 - Our Energy Resources: For export only, or also for development? (Inco Innovation Centre, IIC 2001, January 19, 2009)
 - Not a Nation? Or, does Newfoundland Nationalism Make Historical Sense? (Inco Innovation Centre, May 13, 2009)
 - Teacher Education in Canada: The Issues and Challenges (Sheraton Hotel, St. John's, October 14, 2009)
 - 25th Anniversary of the Atlantic Accord (Angus Bruneau Lecture Theatre, St. John's, February 11, 2010)
- o Presentations
 - Innovation and Creativity in City Regions: Do We Have What it Takes to Compete with Canada's Urban Centres? (Presentation to Mount Pearl Chamber of Commerce Best in Business Awards Banquet 2009, Mt. Pearl, October 21, 2009)
 - Rural-Urban Interaction in Newfoundland and Labrador: Understanding and Managing Functional Regions (Presentation to ACOA Policy Network Meeting, St. John's June 4, 2009)
 - Innovation and Creativity in City Regions: Do We Have What it takes to Compete with Canada's Urban Centres? (Presentation to ACOA Science and Technology Working Group, St. John's, June 2, 2009)
 - Rural Sustainability and Knowledge Mobilization (Presentation to the Canada School of Public Service, Advanced Leadership Program, St. John's. May 13, 2009)
- o Special events/workshops
 - Our Water... A Mixed Solution (Workshop in partnership with MITACS and the Newfoundland Environmental Industries Association, November 18, 2009)
- The Marine Institute was part of team that worked this year to produce an electronic simulator program to support distance education training for fish harvesters in fishing vessel stability. The program simulated fishing vessels less than 65 feet long and fishing operations that are typical of major fisheries across Canada. The visually interactive aspects of the e-simulator were used in conjunction with a handbook and fish harvesters were able to work through the program at their own pace on their home computers.
- Gateway West at Grenfell College provided business development expertise to entrepreneurs from the western region. Including last year, Gateway has helped create 18 viable businesses.

Indicator: Enhanced activities in rural areas

In 2009-10, Memorial undertook a variety of activities throughout rural Newfoundland and Labrador:

- The Harris Centre co-ordinated a number of activities in rural areas this year including:
 - o The Harris Centre: Connecting Memorial University to N&L Communities (Lower Trinity South Regional Development Association, Annual General Membership Meeting, New Perlican, November 2, 2009)
 - o CURRA workshops (Bonne Bay Marine Station in Norris Point, October 18, 2009)

- o Theatre workshop (Organized by the Harris Centre in Labrador City, April 3 4, 2009)
- o E-Marketing workshops (Series of four regionally-based workshops, the third (Hotel Gander) and the fourth (Corner Brook, Pepsi Centre) held this year
- The Marine Institute worked with partners, including Nunavut Arctic College, to deliver training courses in the north, including SVOP, Marine Emergency Duties (MED), First Aid, ROCM and Bridgeward, and in rural Newfoundland and Labrador including Fishing Masters, MED and Fishing Observer.
- The Marine Institute, with funding from the federal government, continued construction of its marine base in Holyrood. Phase I of the Holyrood Marine Base was completed in 2009-2010; research activities are ongoing at the site and training programs commenced.
- Memorial's Distance Education and Learning Technologies (DELT), in partnership with the Irish Loop Development Board (ILDB), created a set of online tools to enhance the experience of visitors to the region. The project partners demonstrated the technology at the Southern Avalon Tourism Conference this year. The project, funded by the Inukshuk Learning Plan Fund, involved the development of an interactive online training module for tourism operators and a virtual tour featuring towns, attractions and points of interest along the route.
- Increasing the greening and sustainability efforts of Grenfell College, the western region and the province as a whole was the focus of meetings at the Corner Brook campus this year. Two sessions were facilitated by Grenfell College's Environmental Policy Institute in collaboration with the Centre of Environmental Excellence (CEE). The first examined provincial concerns and involved organizations and institutions within Corner Brook and the surrounding area. The second focused on local involvement, primarily in regard to Grenfell College, College of the North Atlantic and the city of Corner Brook. Also, the province's Climate Change and Energy Working Group met to discuss its role as a new provincial initiative (spearheaded by the Newfoundland and Labrador Environment Network, the Atlantic Canada Sustainable Energy Coalition and faculty at Memorial University). Its draft mandate is to form a non-partisan working group to develop and implement forward-looking climate change and energy policy in Newfoundland and Labrador through research, education and advocacy while in dialogue with the public, various levels of government, business, the media and non-governmental organizations. Participants at the meetings honed the mandate and vision of the working group, and identified key objectives and first projects. As well, a visioning session was held for Grenfell's new Sustainability Committee. The aims of this session were to adopt a framework for the committee based on successful models from other institutions, as well as to develop a working plan for first projects.
- Memorial's Faculty of Medicine established a new outreach office in Grand Falls-Windsor as part of a provincial network of outreach offices located in each of the four health regions, conducting research in human genetic disorders and population health throughout Newfoundland and Labrador. The office is responsible for recruitment of participants from the community into studies on genetics research and population health. The project was supported by a contribution of just over \$1.4 million, with \$740,000 from ACOA's Community Adjustment Fund (CAF), just over \$250,000 from the Department of Innovation, Trade and Rural Development Regional Sectoral Diversification Fund (RSDF); \$350,000 from the Canadian Institutes of Health Research; and \$136,000 from Genome Canada.
- Memorial's Bonne Bay Marine Station in Norris Point celebrated its 40th anniversary. Originally started as a part-time research and field teaching facility, the station has expanded its mandate to include a commitment to public interaction and education, for students, local businesses and communities, and tourists.

Indicator: Enhanced partnerships

In 2009-10, Memorial undertook a variety of activities in partnership with groups in rural regions throughout Newfoundland and Labrador:

- The Marine Institute's Centre for Marine Simulation collaborated with the Historic Sites Association of Newfoundland and Labrador to provide one of the premier attractions for the Bartlett 2009 program, a celebration of the life and accomplishments of noted Newfoundland explorer, Captain Bob Bartlett. The MI developed a simulation of Captain Bartlett's historic voyage to the North Pole in the *Roosevelt*. During the summer of 2009 the public was invited to visit the centre for free tours on the full-motion, full-mission bridge simulator. More than 840 people took the tour over the 4-week period it was offered.
- The Harris Centre co-ordinated a number of activities in rural areas in partnership with local groups this year including:
 - o Memorial Presents: The Artist as Rural Entrepreneur (Bonne Bay Marine Station, May 19, 2009)
 - o Rural and Regional Development in Newfoundland and Labrador: Emerging Challenges and Opportunities (Presentation to Newfoundland and Labrador Credit Union Director Conference, Gander, May 28, 2009)
- Dr. James Rourke, dean of Memorial's Faculty of Medicine, received a Rural Leadership Award from the Society of Rural Physicians of Canada (SRPC). He was recognized as an outstanding leader in rural medicine and education. The nomination came from medical students, residents and a group of doctors from Happy Valley-Goose Bay, Labrador.

SUMMARY

Memorial's strategic plan calls for building on the already strong links between the university and the community, especially in rural areas of the province, in recognition of the distinct role Memorial must play in the social, cultural, scientific and economic development of the province. The university's Harris Centre and Marine Institute are leading much of this activity, although individual units and individual researchers are engaged in a variety of activities throughout the province, as evidenced by the information provided in this section.

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

Measure: Enhanced engagement with communities

Indicators:

- Enhanced activities in rural areas and regional development
- Enhanced partnerships

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

Objective 2009-10: By March 31, 2010, Memorial University will have enhanced educational and research opportunities with aboriginal groups, with particular emphasis on Labrador and points north.

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

Indicator: Enhanced education and research opportunities in Labrador and with aboriginal groups

In 2009-10, Memorial undertook a variety of initiatives designed to enhance educational and research opportunities in Labrador and with aboriginal groups. Examples included:

- This year a Memorial University task force delivered its report on enhancing the recruitment and success of aboriginal students. Chaired by former vice-president (academic) Dr. Evan Simpson, the task force produced a report with 22 recommendations that fall into four categories – encouraging completion of high school by aboriginal people; success at university through on-campus support; appropriate educational programming; and co-ordination of Memorial's existing aboriginal expertise. In reaching its findings, the committee conducted research on initiatives elsewhere and on aboriginal education generally, consulted widely within the province and throughout Canada and prepared an Aboriginal Resource Inventory for Memorial. The report was followed by a consultation process across the university community to examine how Memorial could incorporate the recommendations of the task force into its operations.
- The number of aboriginal students enrolled in undergraduate programs increased by 30 per cent between Fall 2008 and Fall 2009. Aboriginal enrolments in graduate programs increased by 50 per cent during the same period. While this suggests significant increases, the actual numbers of students involved remains small (i.e. 273 in undergraduate studies and 18 in graduate studies in Fall 2009). Given the limited size of the provincial aboriginal population, increases in enrolment from this group will remain incremental for some time.
- Memorial's Labrador Institute undertook a number of activities during the year designed to enhance the delivery of Memorial's services in education and research to the region and to aboriginal groups. Highlights included:
 - Received funding of \$2.5 million from the Arctic Research Innovation Fund for projects in North West River and Nain
 - Received funding of \$58,000 from the International Polar Year, a large circumpolar research and outreach program, for project in Happy Valley- Goose Bay
 - Worked with Sivunivut, an Inuit community government located in North West River, on a climate change project with funding of \$118,000 from Health Canada
 - Partnered with the Labrador Creative Arts Festival, the longest-running children's' theatre festival in North America that is hosted annually in Happy Valley-Goose Bay
 - Developed an aboriginal children's book
 - Worked as liaison between Memorial's School of Social Work and Government of Nunatsiavut on the development of the new aboriginal Social Work program [more details later in this section]

- o Provided intersession courses in Innu language and aboriginal studies
- o Co-ordinated Division of Lifelong Learning courses including, computers for Innu and leadership for the general public
- The Labrador Institute and the Faculty of Arts appointed Dr. Johanna Wolf as postdoctoral fellow for the 2009-2010 academic year. Dr. Wolf's research project is titled Climate Change Adaptation in Labrador: An Issue of Human Security. The project builds on previous investigations Dr. Wolf has conducted that examine perceptions of and responses to climate change and its effects in British Columbian coastal communities and among elderly people in the United Kingdom. The postdoctoral research examined the ways in which climate variability and change affect the well-being of communities in coastal Labrador, considering other challenges these communities are facing.
- The revival of Moravian brass music in parts of Labrador was the focus of a national radio documentary that aired this year. The show followed the Memorial University Brass Ensemble as it journeyed to Labrador communities to perform an historic musical tradition. The group spent a week in Labrador, stopping in Happy Valley-Goose Bay, North West River, Makkovik, Hopedale and Nain, touring local schools, conducting workshops and holding concerts in Moravian churches. In total, eight students, as well as four faculty members took part in the trip.
- Memorial's Labrador Institute partnered with the Nunatsiavut Government on a successful \$2.5 million funding proposal to the federal Arctic Research Infrastructure Fund for two important research and educational projects. The Labrador Institute received \$1.8 million to renovate the North West River Learning Centre, which serves a diverse aboriginal and northern population in central Labrador. The refurbished facility will become the hub for research in Labrador, supporting local research activities and providing logistical services to satellite facilities in other communities throughout the region. The Nunatsiavut Government received \$700,000 to renovate facilities in Nain to create a Nunatsiavut Government research centre. The centre will work with the Labrador Institute on initiatives related to the building of expertise and services in support of aboriginal self-government.
- The Marine Institute continued to deliver community-based training to aboriginal students in Labrador and, in partnership with Nunavut Arctic College, to students in Nunavut.
- The Marine Institute undertook a coastal knowledge resource inventory for the Government of Nunavut.
- Memorial's Research Centre for Music, Media and Place (MMaP) facilitated the development of a CD featuring rare archival Mi'kmaw recordings. The project's producer was ethnomusicologist Janice Esther Tulk. *Welta'q: "it sounds good": Historic Recordings of the Mi'kmaq* featured recordings from institutions across Canada, as well as field recordings from private research collections. The recording is a celebration of Mi'kmaw music and culture in Newfoundland and throughout the Atlantic provinces. One of the MMaP's aims continues to be to make rare and currently inaccessible Newfoundland music available to a broader public.
- Indigenous students at Memorial University interested in becoming physicians were mentored by medical students. During the fall semester the first pre-med orientation program for Indigenous students at Memorial was held. Sessions in St. John's ranged from presentations by current medical students on how to prepare for the application and by faculty members on steps to apply for admission and what to expect as medical student candidates. Sessions also included information on scholarship and funding sources as well as managing debt load and on additional support available through such agencies as the Native Liaison Office at Memorial University and the Native Friendship Centre.

- A new agreement this year between the Nunatsiavut Government and Memorial University will see a number of Inuit students completing a bachelor's of social work degree in Happy Valley-Goose Bay. The joint efforts of the Nunatsiavut Government and Memorial's School of Social Work resulted in the partnership that will deliver the pre-social work program to 33 individuals. The program provides a generalist, undergraduate social work education that integrates aboriginal content. The program is offered completely in Labrador, allowing students to remain at home while they study.
- The Miawpukek First Nation and Memorial University's Distance Education and Learning Technologies (DELT) officially launched a project that preserves and shares knowledge of the Miawpukek people of Conne River to ensure their culture and heritage can be carried on by its youth. Using 3-D virtual environments, the partners graphically recreated the story of *Muinji'j: Becomes a Man*, written by Chief Mi'sel Joe, the chief of the Miawpukek First Nations Band. Enhanced by the use of video, sound and narrative, participants are able to role-play the story's characters and engage in associated learning activities that teach traditional values carried down by the Miawpukek First Nation for generations. The project was made possible with the support of the Department of Canadian Heritage through the Canadian Culture Online Strategy. Financial support was also provided by Inukshuk Wireless.

SUMMARY

Much of the work undertaken by Memorial with aboriginal peoples is in Labrador, augmented by services and programs directly aimed at aboriginal students that are provided on the university's various campuses. The Labrador Institute is integral to the delivery of Memorial's expertise to all Labrador communities. Its mandate continues to be the promotion of aboriginal issues within the university and outreach of the university's teaching and research activities to aboriginal communities.

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

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

Indicator:

- Enhanced education opportunities
- Enhanced research opportunities

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

Objective 2009-10: By March 31, 2010, Memorial University will have further enhanced its international profile, including enhanced recruitment of international students, particularly in graduate programs.

Measure: Increased international student enrolment, increased international programming options

Indicator: Increased international student enrolment

In 2009-10 Memorial experienced some increases in enrolment of students from around the world. Details are as follows:

- International enrolments increased to 1,143 this year (from 948 in 2008). There were increases in both undergraduate (668 students, an increase of 135 over 2008 numbers) and graduate (465 students, an increase from the 405 of 2008) enrolments.

- The School of Graduate Studies undertook a number of new initiatives this year aimed at postdoctoral fellows. This year Memorial hosted 45 post docs, most of whom came to the province from international regions. A postdoctoral fellowship is an academic or scholarly research position held by a person who has recently completed his or her doctoral studies. Postdoctoral fellows are a critical piece in the framework of research that is done at research-focused academic institutions in Canada and around the globe. The School of Graduate Studies also commenced a review of the university's current guidelines and policies regarding postdoctoral fellows and has also added a new area on its website strictly for this group that includes a directory to help them link with one another.

Furthermore the university enhanced its international profile as highlighted by the following activities:

- Memorial played host to His Excellency Eugenio Ortega Riquelme, the Chilean Ambassador to Canada. The ambassador made a special trip to Memorial's Ocean Sciences Centre to promote the recent memorandum of understanding (MOU) signed between his country and Canada which encourages more Chilean post-graduate students to further their studies in Canadian universities. Memorial presents an ideal location for Chilean students who seek to specialize in aquaculture. Memorial has had a number of connections with Chile and scores of students have passed through the Ocean Sciences Centre in particular. A number of students and even a few faculty members have come from the Universidad Austral de Chile in Valdivia to complete their post-graduate studies. Others now work for the Universidad de Los Lagos in Puerto Montt and the Universidad de Los Lagos in Puerto Varas. His Excellency encouraged the Faculty of Science to capitalize on these and other connections with Chilean universities to encourage more students to come to Memorial.
- Swiss ambassador to Canada Werner Bauman visited Memorial University to discuss possible areas of collaboration, specialization, research and educational interest for Memorial and Swiss universities including student exchanges and the recruitment of students from Switzerland to Newfoundland and Labrador and vice versa.
- Memorial hosted officials from England's Bournemouth University. Dr. Andy Mercer of the School of Health and Social Care and Mark Ridolfo, senior lecturer with the Business School, came to Memorial as part of a collaborative partnership formed through an MOU between Bournemouth and Memorial in 2007 and designed to facilitate student and faculty exchanges and the sharing of research and administrative capabilities and expertise.
- Memorial hosted the American ambassador to Canada. David Jacobson came to the St. John's campus to meet with a number of faculty members and graduate students. Researchers from the Schools of Pharmacy and Music, as well as the Faculties of Engineering and Applied Science, Medicine, Arts, Business Administration and Science took part in discussions with the ambassador. Discussions ranged from the diverse research that is taking place at Memorial and the linkages that work has to the United States and the opportunities for students from the U.S. at Memorial.
- The Marine Institute signed an MOU with the Food Technology Centre, St. Angela's College, Sligo, Ireland, to develop jointly an on-line European Food Law course to be delivered in the post-graduate Certificate in Quality Management program. The Food Technology Centre will offer the course twice a year, in the fall and winter semesters.
- An MOU was signed between the Marine Institute and the University of Limerick, Ireland, to partner on a number of projects including training and technology transfer initiatives, curriculum and program development, student and faculty exchanges and applied research and development.
- The Marine Institute's new recruitment website featured a section dedicated to international students, which provided specific information concerning programs and the process of applying.

- MI International's recruitment initiatives expanded to include recruitment fairs and initiatives in China, Norway, Chile and the Caribbean.
- The Marine Institute and the Association of Canadian Community Colleges (ACCC) signed a three-year contract to assist ACCC and the Canadian International Development Agency (CIDA) in establishing the new Education for Employment (EFE) Program in Tanzania. Nigel Allen from the MI was relocated to Tanzania to undertake the project.
- The Marine Institute was successful on a number of new CIDA-funded international projects including:
 - Mozambique (Mocuba): Aquaculture and Food Preservation (CCNB partner); EFE program through ACCC (two years; \$420, 000)
 - Mozambique (Mocinboa da Praia): partnership NSCC, CCNB (two years; \$420,000)
 - Tanzania (Mlingano): Institute development Agro-mechanization (two years; \$420,000); Marine Institute, lead; NSAC, partner
 - Tanzania (Ilonga): Institute development/Agri-Foods (two years; \$420,000) with NSAC, lead; Marine Institute, partner
 - Tanzania (Mikumi): Institute development/Tourism (two years; \$420,000); NSCC, lead; Marine Institute, partner
 - Malawi; Sustainable Coastal Communities (three years; \$460,000)
 - New international projects/consultancies were secured through Asian Development Bank funding in Papua New Guinea and Sri Lanka
 - MI International secured a contract for a new scholarship program funded through the Canada-CARICOM Scholarship Program (through CBIE and ACCC); four Jamaican students are currently studying at the School of Maritime Studies. MI International is looking to expand this program through further proposals.

SUMMARY

Memorial continues to be active internationally, transferring expertise and services from Newfoundland and Labrador around the world through a variety of projects. Memorial's growing research program continues to attract more international graduate students in line with the aspirations of the strategic plan. Memorial will continue to explore ways to enhance supports, particularly financial bursaries and fellowships, to graduate students with its partners, including the provincial government.

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

Measure: Increased international student enrolment and enhanced profile

Indicator

- Increased international student enrolment
- Enhanced international profile

ISSUE FOUR: CONDITIONS FOR SUCCESS

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

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

Objective 2009-10: By March 31, 2010, Memorial University will further develop the plans and activities necessary to enhance teaching, research and residence infrastructure on its campuses.

Measure: Developed and approved infrastructure plan for priority projects

Indicator: Funding plan developed and approved and request made to government for priority infrastructure projects

- Memorial presented its infrastructure plan to government. The plan was augmented by requests for infrastructure funding support and specific projects were approved for funding in 2009-10 including:
 - New student residences, construction commenced on projects that will total \$88 million between 2009-2013
 - \$55-million expansion of Faculty of Medicine being constructed between 2009-2012, including \$30-million genetics research centre (\$17 million from the province and \$13 million from the Canada Foundation for Innovation)
 - \$6 million invested in renovations to two existing residence buildings
 - \$4 million on laboratory retrofits
 - \$6 million on deferred capital renewal projects (deferred maintenance)
 - Federal funding from the Knowledge Infrastructure Program and provincial funding resulted in the ongoing construction of a \$27- million academic building at Memorial's Corner Brook campus, Sir Wilfred Grenfell College
 - Construction commenced on a new \$14 million parking garage on the St. John's campus (Department of Transportation and Works project)
- The provincial Department of Education invested an additional \$9.7 million this year for infrastructure upgrades at Memorial's St. John's and Corner Brook campuses. The funding allowed Memorial to upgrade laboratories, purchase equipment, address maintenance projects and improve accessibility for persons with disabilities. The additional funding, together with the annual funding for deferred maintenance, brought the total investment in Memorial University's infrastructure this year to \$13.7 million. The additional funding included:
 - \$7 million to upgrade some of the many science laboratories and equipment at the St. John's and Corner Brook campuses
 - \$457,000 for the purchase of a Selective Laser Sintering (SLS) system which uses high-powered lasers to meld together particles such as plastic, ceramic and metal for rapid product prototyping and low-volume manufacturing for actual use. The SLS machine strengthens the ocean

technology and engineering technology programs at the Marine Institute and College of the North Atlantic, thereby supporting the province's Oceans Strategy and its commitment to enhancing research and development capabilities.

- o An additional \$2 million to allow Memorial to address its deferred maintenance projects, building on the annual \$4 million originally allocated in Budget 2009
- o In support of Memorial University's Accessibility Projects plan, \$300,000 was invested to upgrade old elevators and provide accessibility to Corte Real, Burton's Pond Apartments. As well, the university continued to upgrade walkways, curbs, ramps and railings for persons with disabilities.
- Memorial's Marine Institute undertook a number of capital projects designed to improve the teaching and research infrastructure at the Ridge Road campus:
 - o A facility was specifically designed for the delivery of the new masters programs in Technology Management and Maritime Management through the Classroom/Teaching Infrastructure Development fund. The facility supports distance education courses and allows for the development, delivery and capture of on-line lectures.
 - o Upgrades to equipment and infrastructure were undertaken, including new document-scanning equipment, in the Teaching Resource Centre
 - o Conversion of telephone system to VOIP was completed.
 - o The Centre for Marine Simulation received funding from the province to purchase new simulators for delivery of Electronic Chart Display and Information System (ECDIS) training.
 - o New marine fire-fighting structure and a new lifeboat and launching system was added to the Safety and Emergency Response Training (SERT) Centre in Stephenville with support from the federal and provincial governments. This enables the SERT Centre to expand its training capability to include international standard marine safety and emergency response training.
 - o The School of Ocean Technology, received funding from the province to outfit the MV Anne Pierce with ocean-mapping equipment.
 - o The Centre for Aquaculture and Seafood Development (CASD) received funding from the province to establish pilot scale biodiesel processing capacity at its Mt. Scio pilot plant. CASD partnered with Memorial's Faculty of Engineering and applied Science to develop this capacity with a focus on waste fish oils as the primary feedstock. CASD currently has two industry partners contributing to this pilot project.
 - o MI International received funding from the province to develop a new web-based system to assist with international business development. Work is being completed on databases/electronic systems to support opportunity identification, proposal/bid generation and matching of resources to international work requirements.
 - o Through an Atlantic Innovation Fund research grant, the Centre for Marine Simulation purchased a new Dynamic Positioning (DP) simulator (KPOS) to enhance its DP training for industry, upgraded its Bridge motion platform to enhance its navigation training and research work, and purchased a fast-time navigation simulator to meet industry demands for enhanced navigation analysis.
 - o The Marine Institute successfully upgraded to ISO 9001:2008 in June 2009.

- The provincial government announced changes to the governance structure at Memorial's Corner Brook campus, Sir Wilfred Grenfell College. The changes are designed to enable the college to grow as a vital part of Memorial University. To effect these changes, government increased the budget of Grenfell by \$6 million. The university created a Task Force on Renewed Governance Structure, a support secretariat and a number of committees to undertake the important work related to academics, administration and finance, research, and communications and nomenclature. The committees have been given a mandate to identify areas which require change, to examine and document the implications involved in such changes and to make recommendations to the task force for change. The new initiatives included:
 - o Committee on Academic Matters – This committee has two sub-committees:
 - The first sub-committee is reviewing the processes relating to appointments, promotion and tenure decisions, leaves, LUMUN appointments, term appointments, classroom infrastructure funding, inter-collaborative fund and funding for graduate students.
 - The second sub-committee is reviewing all processes related to academic programming, senate committees, committees related to academic programming and setting up research institutes. In addition, it is examining how academic programs are reviewed.
 - o Committee on Finance and Administration – The committee is examining all aspects of the financial and administrative operations of Grenfell College and is to make recommendations for positive change.
 - o Committee on Research – The committee is focusing on the services related to research administration that are shared between Memorial's campuses in St. John's and Corner Brook. Its guiding principles included access to and efficiency of research administration and support, and adherence to all applicable rules and procedures of funding agencies.
 - o Committee on Communications and Nomenclature – The committee's mandate is two-fold.
 - It is examining the renaming of Sir Wilfred Grenfell College to enhance its new identity within Memorial University. Public consultations on this matter occurred in Corner Brook and St. John's.
 - It is making recommendations on how to brand and market the Corner Brook campus in order to increase student enrolment at the Corner Brook campus.
- Secretariat – The task force has also commenced the process of staffing a secretariat to augment the administrative resources at Grenfell. The secretariat includes a director, associate director of administration and finance, associate director of communications and executive assistant.

SUMMARY

A critical caveat to Memorial's strategic plan is the requirement to develop the necessary conditions for success of the plan, particularly as they relate to infrastructure. The plan calls for enrolment and research growth, but both are tied to the need for improved and new facilities, specifically a science research and teaching building in St. John's. Memorial continues to work with government regarding additional priority infrastructure needs.

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

Measure: Enhanced facilities

Indicators:

- Addressed deferred maintenance issues
- Addressed capital construction and renovation issues

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

Objective 2009-10: By March 31, 2009, Memorial University will have further enhanced its marketing and fundraising profile.

Measure: Commencement of new fundraising and marketing initiatives

Indicator: Enhanced marketing initiatives

In 2009-10:

- Memorial's Division of Marketing and Communications continued with year three of the provincial strategic initiative funding of \$800,000 per year for three years for the National and International Marketing–Brand Awareness initiative. That funding concluded this fiscal year. Using this funding, Memorial:
 - o Expanded professional marketing staff (e.g. marketing manager, copywriter) in several divisions (e.g. in Athletics, Alumni Affairs, Student Affairs and Services, Grenfell College, Web Content Services);
 - o Undertook national award-winning marketing programs such as Rant like Rick (national undergraduate student recruitment) and The Dog Ate My Homework (provincial adult learner recruitment);
 - o Developed a strong brand focus for alumni-based Affinity Events across the country (stakeholder, cultivation, communications, fundraising, in collaboration with the provincial departments of Industry, Trade and Rural Development, and Business);
 - o Created and travelled new branded materials such as a Memorial University trade show booth and the research search engine Yaffle;
 - o Created a suite of 29 short videos featuring a variety of people, services and programs of Memorial University and posted them to You Tube;
 - o Developed international award-winning publications such as *Novel Ideas; President's Report 2008-09* and *Z-A President's Report 2009-10*. The publications received Grand Gold Awards from the Washington, D.C.-based international Council for the Advancement and Support of Education (CASE) in the Institutional Relations Publications category. This extraordinary recognition marks Memorial's reports as the best university annual reports in the world.
 - o Developed an award-winning institutional website and numerous microsites (including www.mun.ca/become – undergraduate and graduate student recruitment)

- o Launched a national brand awareness campaign with print and radio advertising in select national markets
- o Implemented a multimedia national/international graduate studies recruitment campaign
- o Executed a multi-award-winning national campaign to promote Memorial's dramatically increased research growth and capacity and launched *This is the start of something big: the 2009 Research Report* in June 2010. The campaign received CASE's Grand Gold award in the Advertising Campaigns category.
- A major focus for marketing activity was student recruitment. Building larger Canadian and international student populations is directly supportive of the university's strategic plan and the provincial government's immigration and youth retention strategies, which in turn boosted the provincial labour force and economy. Undergraduate enrolment has risen slightly despite a declining provincial high school population, and out-of-province enrolment has increased markedly. The evolving Rant Like Rick program proved to be an effective vehicle to generate increased prospective student interest; in 2009 Rant contest entries went up 300 per cent and click-throughs from on-line ads to the university's recruitment microsite more than doubled from 44,000 in 2008 to 94,000 in 2009.
- Graduate student enrolment increased substantially in 2009 due to many factors, one of which was the efficient and targeted promotional campaign to drive traffic to Memorial's School of Graduate Studies new microsite. Web hits to the new Graduate Studies web site increased significantly since the graduate studies marketing campaign was launched in March 2009 (5,500 per day to an average of 25,000 per day during the duration of the campaign in March and April; through May and into June, the daily average was around 20,000).
- The Department of Marketing and Business Development at the Marine Institute worked with an outside consultant to create a promotional video. Video clips are available on the Marine Institute website and YouTube channel. Some of the clips were also repackaged into ads and were aired on television and in movie theatres.
- The Marine Institute's redeveloped website was launched in this year and efforts continue to update all sections and incorporate new media into the institute's on-line presence.

Indicator: Enhanced fundraising initiatives

In 2009-10, Memorial enhanced its development efforts, including the following activities around a major fundraising campaign:

- As part of a long-term plan to boost Memorial's fundraising capacity, the expansion of development staff approved by the Board of Regents in 2006 was fully realized this year. A long-term plan to employ a development officer in each major unit, faculty and school is proceeding as funding allows.
- Funds raised in 2009-10 (cash received) increased by approximately 25 per cent this year, to just under \$8 million. A total of cash and pledges in excess of \$21 million was committed or received for a wide variety of designations, compared to \$12 million in 2008-09.
- Memorial's fundraising campaign remained active, with dedicated staff and volunteer structure (a Campaign Cabinet is chaired by Chancellor Rick Hillier) in place.
- Though still in its quiet phase, it is progressing steadily toward the \$50 million private sector goal (which is one part of an overall Memorial University redevelopment plan of just under \$300 million).

- Memorial has reached over 40 per cent of the private sector goal (in excess of \$20 million in gifts and written commitments for campaign priorities).
- The internal university aspect of the campaign did very well with over \$840,000 raised from faculty staff, students and pensioners in what is still the early stage of this effort.
- The public launch of Memorial's campaign will proceed when at least 50 per cent of the goal has been reached. It is anticipated that this will occur in approximately a year. Based on research conducted thus far, Memorial is confident that the goal will be reached or surpassed.

In 2009-10, Memorial's Office of Alumni Affairs and Development (AAD) refined and implemented a long-term plan for alumni engagement designed to enhance alumni contact and services, enhance links between alumni and their academic units and increase the number and variety of alumni events. Activities included:

- AAD further developed the national award-winning Affinity Newfoundland and Labrador Dinner model to increase attendance and corporate community participation, to increase the profile of Memorial and develop pride, with over 1000 attendees in 2009-10, in five cities (Calgary, Toronto, Ottawa, Halifax and London, England). AAD also started groundwork for the introduction of an Affinity event in Houston, Texas.
- The university hosted over 50 events and programs in cities in Canada, the U.S., the U.K. and China, including events focused on families, personal development, and professional development, as well as opportunities to connect socially, such as reunions and other gatherings.
- An innovative new alumni/student e-mentoring program was introduced in partnership with Memorial's Career Services for students in Science. This new program won a national award and further alumni mentoring opportunities are in development.
- Alumni connections were also fostered using social media such as Facebook, Twitter and LinkedIn, which are experiencing rapid growth.
- A substantial part of the alumni engagement strategy entails fostering reconnection with Memorial through reunions. To this end, a staff member was hired to facilitate and strategically support academic units as Memorial grows its reunion programs.
- Planning began for a substantial, historic reunion of all alumni who attended the Parade Street campus, scheduled for August 2010.
- Memorial began assessing the feasibility of an all-campus, all-year reunion for some time in 2011-12, the 50th anniversary of the opening of the Elizabeth Ave. campus in St. John's.
- AAD enhanced the quality of *Luminus*, the alumni magazine, moving to three issues and adding podcasts, web-based content, and opportunities for reader interactivity.
- A highly successful online survey of alumni was conducted in early 2010 to assess engagement with Memorial. Participation in the survey was high compared to the participation rates at other universities where similar studies have been undertaken. Data is being analyzed and will inform subsequent program development.

SUMMARY

To remain competitive with comparable Canadian universities, Memorial University must build on its successful marketing and promotional programs. The university's innovative, original and creative efforts continue to be recognized with prestigious national and international awards. Fundraising, which continued in a quiet and internal phase throughout 2009-10, will move to a more public phase in the coming year.

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

Measure: Enhanced marketing and fundraising profile

Indicator:

- Enhanced marketing initiatives
- Enhanced fundraising initiatives

CONCLUSION

Memorial is open and transparent with its constituents, accountable to its funders, and responsible for its actions. In the spirit of transparency and accountability, the university will continue to operate in a manner that encourages broad communication about its activities, progress towards stated goals and objectives and use of resources.

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

Memorial's international award-winning annual report to the community, titled *Memorial University Z to A: President's Report 2009-10* provides much greater detail on the general initiatives reported in this document and on many other activities of the university.

Readers can find that report and many other relevant documents, including the annual *Memorial University Fact Book*, the annual *Research Report*, annual audited financial statements, planning documents, including *Five Pillars 2007-2012* and much more information on the Memorial University website (www.mun.ca).

In addition to these reports and plans, the *Memorial University Strategic Plan 2008-11*, which was tabled in the House of Assembly 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.

The financial statements of Memorial University for 2009-10 are appended to this report.



Consolidated Financial Statements with Supplementary Schedules

Year Ended March 31, 2010

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FOR THE YEAR ENDED MARCH 31, 2010**

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AUDITORS' REPORT

To the Board of Regents of
Memorial University of Newfoundland

We have audited the consolidated statement of financial position of **Memorial University of Newfoundland** [the "University"] as at March 31, 2010 and the consolidated statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the University's management. Our responsibility is to express an opinion on these financial statements based on our audit.

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

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the University as at March 31, 2010 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

St. John's, Canada,
June 14, 2010.

Ernst + Young LLP

Chartered Accountants

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at March 31
[thousands of dollars]

	2010	2009
ASSETS		
Current		
Cash and cash equivalents	29,970	18,633
Restricted cash [note 4]	2,758	–
Short-term investments	66,038	60,799
Accounts receivable	47,311	45,939
Accrued interest receivable	2,848	3,964
Inventory and prepaid expenses	6,192	5,963
Total current assets	155,117	135,298
Long-term receivable	2,991	2,991
Investments [note 7]	81,612	61,783
Capital assets, net [note 5]	176,466	167,611
	416,186	367,683
LIABILITIES, DEFERRED CONTRIBUTIONS AND NET (DEFICIENCY) ASSETS		
Current		
Bank indebtedness [note 9]	17,681	19,028
Accounts payable and accrued liabilities	29,637	19,322
Deferred revenue	20,379	21,782
Current portion of employee future benefits [note 12]	13,608	12,396
Current portion of long-term debt [note 8]	733	826
Total current liabilities	82,038	73,354
Long-term debt [note 8]	373	744
Derivative liability [note 9]	1,795	3,460
Employee future benefits [note 12]	118,093	82,750
Total liabilities	202,299	160,308
Deferred contributions		
Deferred contributions [note 6]	220,541	200,692
Net (deficiency) assets		
Net assets restricted for endowment purposes	61,992	60,399
Unrestricted net deficiency	(68,646)	(53,716)
Total net (deficiency) assets	(6,654)	6,683
	416,186	367,683

See accompanying notes to consolidated financial statements
Contingencies [note 11]

On behalf of the Board:

"Signed"

"Signed"

Chair of the Board of Regents

Chair of the Finance Committee

CONSOLIDATED STATEMENT OF OPERATIONS

Year ended March 31
[thousands of dollars]

	<u>2010</u>	<u>2009</u>
REVENUE		
Government grants	348,139	315,105
Student fees	57,056	54,788
Other revenue	32,577	36,598
Amortization of deferred capital contributions	21,773	24,477
Sales and services	16,778	16,958
Investment income (loss) [note 7]	13,754	(4,329)
	<u>490,077</u>	<u>443,597</u>
EXPENSES		
Salaries	264,949	242,012
Employee benefits	47,611	42,087
Materials and supplies	37,123	33,878
Employee future benefits	36,686	(14,789)
Scholarships, bursaries and awards	22,952	21,942
Amortization of capital assets	22,051	23,528
Repairs and maintenance	20,437	17,881
Utilities	19,804	23,586
Externally contracted service	14,776	12,527
Travel and hosting	14,330	16,282
Other operating expenses	11,002	13,789
Professional fees	9,974	12,443
Equipment rentals	2,866	2,675
Interest expense	889	355
Derivative liability (gain) loss	(1,664)	3,460
External cost recoveries	(18,303)	(18,441)
	<u>505,483</u>	<u>433,215</u>
Excess of (expenses over revenue) revenue over expenses	<u>(15,406)</u>	<u>10,382</u>

See accompanying notes to consolidated financial statements

**CONSOLIDATED STATEMENT OF CHANGES
IN NET (DEFICIENCY) ASSETS**

As at March 31
[thousands of dollars]

	Restricted for Endowment Purposes	Unrestricted	2010	2009
Balance, beginning of year	60,399	(53,716)	6,683	(6,522)
Excess of (expenses over revenue) revenue over expenses	(476)	(14,930)	(15,406)	10,382
Endowment contributions	2,069	–	2,069	2,823
Balance, end of year	61,992	(68,646)	(6,654)	6,683

See accompanying notes to consolidated financial statements

CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended March 31
[thousands of dollars]

	2010	2009
OPERATING ACTIVITIES		
Excess of (expenses over revenue) revenue over expenses	(15,406)	10,382
Items not affecting cash:		
Amortization of capital assets	22,051	23,528
Net increase in deferred contributions related to expenses of future periods	7,843	4,299
Increase (decrease) in long-term portion of employee future benefits	35,343	(16,814)
Increase in current portion of employee future benefits	1,212	2,025
Amortization of deferred capital contributions	(21,773)	(24,477)
Loss on disposal of capital assets	517	1,905
(Decrease) increase in derivative liability	(1,665)	3,460
Reduction in long-term receivable	-	83
Unrealized (gain) loss on investments	(9,746)	8,534
Change in non-cash working capital	8,427	(4,318)
Cash provided by operating activities	26,803	8,607
INVESTING ACTIVITIES		
Capital assets acquired	(31,755)	(24,055)
Increase in restricted cash	(2,758)	-
Increase in short-term investments	(5,239)	(45,741)
Increase in investments	(10,083)	(5,898)
Cash used in investing activities	(49,835)	(75,694)
FINANCING ACTIVITIES		
(Decrease) increase in bank indebtedness	(1,347)	13,953
Endowment contributions	2,069	2,823
Addition to deferred capital contributions	33,779	18,547
Decrease in long-term debt	(132)	(229)
Cash provided by financing activities	34,369	35,094
Net change in cash and cash equivalents during the year	11,337	(31,993)
Cash and cash equivalents, beginning of year	18,633	50,626
Cash and cash equivalents, end of year	29,970	18,633
SUPPLEMENTARY INFORMATION		
Interest paid	889	345

See accompanying notes to consolidated financial statements

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2010

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 earnings in the period during which they become known.

Consolidated statements

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

C-CORE

The Canadian Centre for Fisheries Innovation [CCFI]

Genesis Group Inc.

The Memorial University of Newfoundland Botanical Garden Incorporated

Memorial University Recreation Complex [MURC]

Western Sports and Entertainment Inc.

Campus Childcare Inc.

Newfoundland Quarterly Foundation

Edutech Services Inc.

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2010

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.

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.

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 using the following methods and rates. Half a year's amortization is taken in the year of acquisition and no amortization in the year of disposal.

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

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2010

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 \$12.5 million [2009 – \$12.9 million].

Investment income

Investment income in the consolidated statement of operations includes interest, dividends, realized and unrealized gains and losses as well as related expenses.

Employee future benefits

Pension plan

The employees of the University participate in a defined benefit pension plan administered under the *Memorial University Pensions Act* with any deficiencies being funded by the Province of Newfoundland and Labrador. Payments to the pension plan consist of contributions from employees and 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 pension plan are recorded as an expense in the consolidated statement of operations. The assets and obligations of the plan are not recorded in these consolidated financial statements.

The plan is being funded in accordance with the March 31, 2008 actuarial valuation. The special payment required in the 2010/2011 fiscal year in respect of the going concern deficiency identified in the valuation is \$5.4 million.

The most recent valuation of the plan was prepared as at March 31, 2010 for internal management purposes by Eckler Ltd. This valuation disclosed a solvency deficiency of \$275.1 million and a going concern deficiency of \$292.5 million at March 31, 2010. 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.

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2010

The going concern deficiency of \$292.5 million includes \$73.9 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 34.25 years. In accordance with the PBA, the balance of the going concern deficiency, namely \$218.6 million, would normally be liquidated over a period of not more than 15 years. If plan funding were based on the March 31, 2010 valuation, the first annual payment in respect of this balance would be \$17.8 million.

At present, the University has an exemption under the PBA from making payments relating to the solvency deficiency. This exemption expires December 31, 2010 and application has been made to have this extended.

Other post-employment benefits

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 post-employment benefits are:

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

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 12*.

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 does not utilize derivative financial instruments for trading or speculative purposes.

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2010

The University enters into interest rate swaps in order to reduce the impact of fluctuating interest rates on its floating rate bank indebtedness. The fair value of these derivatives is recorded in the consolidated statement of financial position and any “mark-to-market” adjustment is recorded in interest expense. 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 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 13*.

3. CHANGES IN ACCOUNTING POLICY

Impact of adopting new accounting policies

Financial statement presentation

Effective April 1, 2009 the University adopted retroactively revisions to the *CICA Handbook* Section 4400 series and certain other Sections to amend or improve certain parts that relate to not-for-profit organizations. The revisions that have been adopted together with their impact are set out below.

With respect to presentation, Section 1540, *Cash Flow Statements*, requires the reporting of interest paid to be disclosed separately. Also, investing and financing activities that do not require the use of cash and cash equivalents are excluded from the statement of cash flows. Therefore, capital assets acquired by means of a capital lease are no longer included nor is the increase in the related capital lease obligation. Section 4470, *Disclosure of Allocated Expenses by Not-for-Profit Organizations*, was included in the revisions which require certain disclosures when fundraising and general support expenses are allocated to other functions. The adoption of this new recommendation had no impact on the University’s consolidated financial statements.

Financial statement concepts

Effective April 1, 2009, the University adopted the recommendations of Section 1000, *Financial Statement Concepts*, which has been amended to focus on the capitalization of costs that truly meet the definition of an asset and de-emphasize the matching principle. The adoption of these new recommendations had no significant impact on the University’s consolidated financial statements.

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2010

Impact of adopting future accounting policies

Recent accounting pronouncements that have been issued but are not yet effective and have a potential implication for the University are as follows:

Consolidated Financial Statements

The CICA has issued new Section 1601, *Consolidated Financial Statements* which applies to fiscal years beginning on or after January 1, 2011. Adoption of this standard is not expected to have a significant impact on the University's consolidated financial statements.

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. CAPITAL ASSETS

(thousands of dollars)

	2010		2009	
	Cost	Accumulated amortization	Net book value	Net book value
Buildings	231,853	129,198	102,655	98,724
Furniture and equipment	87,454	49,885	37,569	30,031
Computers	22,443	17,098	5,345	7,133
Banner finance	1,721	1,397	324	407
Vehicles	3,295	2,530	765	1,086
Library collection	130,232	100,424	29,808	30,230
	476,998	300,532	176,466	167,611

Capital assets include certain assets under capital lease with a net book value of \$2.0 million [2009 – \$2.4 million].

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2010

6. 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>2010</u>	<u>2009</u>
Balance, beginning of year	53,337	49,038
Grants and donations received during the year	62,703	48,444
Expenses incurred during the year	<u>(54,860)</u>	<u>(44,145)</u>
Balance, end of year	<u>61,180</u>	<u>53,337</u>

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)	<u>2010</u>	<u>2009</u>
Balance, beginning of year	147,355	153,285
Additional contributions received	33,779	18,547
Less: amounts amortized to revenue	<u>(21,773)</u>	<u>(24,477)</u>
Balance, end of year	<u>159,361</u>	<u>147,355</u>

Total deferred contributions

(thousands of dollars)	<u>2010</u>	<u>2009</u>
Expenses of future periods	61,180	53,337
Capital assets	<u>159,361</u>	<u>147,355</u>
Balance, end of year	<u>220,541</u>	<u>200,692</u>

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2010

7. INVESTMENTS

Investments as at March 31

(thousands of dollars)	2010		2009	
	Cost	Fair Value	Cost	Fair Value
Fixed income	45,843	48,485	39,720	40,521
Equities	31,245	33,127	27,255	21,262
	77,088	81,612	66,975	61,783

Investment income (loss) for the year ended March 31

(thousands of dollars)	2010	2009
Investment income	4,462	5,129
Unrealized gain (loss) on investments	9,746	(8,534)
Related expenses	(454)	(924)
	13,754	(4,329)

8. LONG-TERM DEBT

(thousands of dollars)	2010	2009
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	330	428
CMHC mortgage on Queen's College, 5.875% interest, repayable in 50 equal, blended payments of \$29 semi-annually, maturing in June 2019, secured	385	419
Capital leases negotiated through the RBC Royal Bank, interest rates vary, payable in equal annual installments, secured by assets under lease	391	723
	1,106	1,570
Less: current portion	733	826
	373	744

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2010

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

(thousands of dollars)

2011	733
2012	60
2013	44
2014	43
2015	46

9. 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 Sir Wilfred Grenfell College [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 [BA's] which mature during the 2010/11 fiscal year. Management expects to refinance these loans through BA's for the balance of the term of the loan. Disclosure related to interest rate risk is provided in *note 13*.

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% and expires April 12, 2017. The notional amount of this swap transaction is \$3.0 million and the fair value is a liability of \$0.3 million [2009 – \$0.5 million].

Project 2 interest rate swap transaction involves the exchange of the underlying floating rate Canadian BA for a fixed interest rate of 5.12% and expires October 1, 2022. The notional amount of this swap transaction is \$13.8 million and the fair value is a liability of \$1.5 million [2009 – \$2.9 million].

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2010

10. 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.

11. 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, 2009, CURIE has a surplus of \$11.0 million and a cumulative subscribers' equity of \$32.0 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.

12. OTHER POST-EMPLOYMENT 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.

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2010

The significant actuarial assumptions used in measuring SRIP include a discount rate of 5.7% [2009 – 7.5%] and an average compensation increase of 4.5% [2009 – 4.5%].

Voluntary early retirement income plan [VERIP]

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

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

The significant actuarial assumptions used in measuring VERIP includes a discount rate of 5.7% [2009 – 7.5%].

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 a severance payment 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.

The significant actuarial assumptions used in measuring other benefits include a discount rate of 5.7% [2009 – 7.5%] and an average rate of compensation increase of 4.5% [2009 – 4.5%].

(thousands of dollars)	SRIP		VERIP		Other benefits	
	2010	2009	2010	2009	2010	2009
Accrued benefit obligation						
Balance, beginning of year	5,543	5,450	5,466	6,550	72,487	88,210
Current service cost	237	229	–	–	2,408	3,300
Interest cost	416	305	410	367	5,461	5,331
Benefits paid	(265)	(241)	(576)	(580)	(3,310)	(4,421)
Actuarial loss (gain)	3,396	(200)	692	(871)	26,664	(19,933)
	9,327	5,543	5,992	5,466	103,710	72,487
Current plan expense						
Current service expense	237	229	–	–	2,408	3,300
Interest cost	416	305	410	367	5,461	5,331
Actuarial loss (gain)	3,396	(200)	692	(871)	26,664	(19,933)
	4,049	334	1,102	(504)	34,533	(11,302)

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2010

A summary of these accrued benefit obligations are as follows:

(thousands of dollars)	2010	2009
Employee future benefits	103,710	72,487
Supplemental retirement income plan	9,327	5,543
Voluntary early retirement income plan	5,992	5,466
Accrued vacation	12,672	11,650
	131,701	95,146
Less: current portion	13,608	12,396
Long-term employee future benefits	118,093	82,750

13. 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 either as held-for-trading [HFT], available-for-sale [AFS], held-to-maturity [HTM], or loans and receivables and all financial liabilities to be classified as either HFT or other liabilities [OL]. Subsequent to initial recognition, the standards require that all financial assets and 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].

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 and restricted cash	Held-for-trading	Fair value
Investments	Held-for-trading	Fair value
Accrued interest receivable	Loans and receivables	Amortized cost using EIM
Accounts receivable	Loans and receivables	Amortized cost using EIM
Long-term receivable	Loans and receivables	Amortized cost using EIM
Accounts payable and accrued liabilities	Other financial liabilities	Amortized cost using EIM
Bank indebtedness	Other financial liabilities	Amortized cost using EIM
Long-term debt	Other financial liabilities	Amortized cost using EIM
Derivative liability	Held-for-trading	Fair value

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2010

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.

Interest rate risk

The University's exposure to interest rate risk relates to its floating interest rate bank indebtedness which utilizes BA's. 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.

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2010

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.

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 2009 comparative figures have been reclassified to conform to the consolidated financial statement presentation adopted in 2010.

Audited Supplementary Information

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

March 31, 2010

**AUDITORS' REPORT TO THE BOARD OF REGENTS
MEMORIAL UNIVERSITY OF NEWFOUNDLAND
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** [the "University"] as at and for the year ended March 31, 2010.

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.

Ernst & Young LLP

St. John's, Canada,
June 14, 2010

Chartered Accountants

CONSOLIDATED SCHEDULE OF FINANCIAL POSITION

As at March 31, 2010

[thousands of dollars]

	OPERATING		ANCILLARY ENTERPRISES		PLANT		SPONSORED RESEARCH		SPECIAL PURPOSE AND TRUST		TOTAL	
	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009
Current assets:												
Cash and cash equivalents	-39,417	-46,017	1,865	2,305	9,041	2,923	34,788	32,087	23,693	27,335	29,970	18,633
Restricted cash <i>[note 4]</i>	2,758	-	-	-	-	-	-	-	-	-	2,758	-
Short-term investments	66,038	60,799	-	-	-	-	-	-	-	-	66,038	60,799
Accounts receivable	26,533	20,952	629	431	376	329	16,148	19,901	3,625	4,326	47,311	45,939
Accrued interest receivable	553	1,500	-	-	-	-	-	-	2,295	2,464	2,848	3,964
Inventory and prepaid expenses	4,112	3,901	1,918	1,950	-	-	115	55	47	57	6,192	5,963
Interfund accounts	782	805	-782	-805	-	-	-	-	-	-	-	-
Total current assets	61,359	41,940	3,630	3,881	9,417	3,252	51,051	52,043	29,660	34,182	155,117	135,298
Long-term receivable	-	-	-	-	2,991	2,991	-	-	-	-	2,991	2,991
Investments <i>[note 7]</i>	-	-	-	-	-	-	-	-	81,612	61,783	81,612	61,783
Capital assets, net <i>[note 5]</i>	-	-	3,570	2,040	171,654	164,266	1,088	1,178	154	127	176,466	167,611
Total assets	61,359	41,940	7,200	5,921	184,062	170,509	52,139	53,221	111,426	96,092	416,186	367,683
Current liabilities:												
Bank indebtedness <i>[note 9]</i>	-	-	-	-	17,681	19,028	-	-	-	-	17,681	19,028
Accounts payable and accrued liabilities	19,720	12,321	185	231	1,584	2,240	7,452	3,831	696	699	29,637	19,322
Deferred revenue	4,871	1,949	593	363	10,040	4,709	4,805	14,734	70	27	20,379	21,782
Current portion of employee future benefits <i>[note 12]</i>	13,608	12,396	-	-	-	-	-	-	-	-	13,608	12,396
Current portion of long-term-debt <i>[note 8]</i>	-	-	-	-	733	826	-	-	-	-	733	826
Total current liabilities	38,199	26,666	778	594	30,038	26,803	12,257	18,565	766	726	82,038	73,354
Long-term debt <i>[note 8]</i>	-	-	-	-	373	744	-	-	-	-	373	744
Derivative liability <i>[note 9]</i>	-	-	-	-	1,795	3,460	-	-	-	-	1,795	3,460
Employee future benefits <i>[note 12]</i>	116,181	81,492	561	318	-	-	1,104	795	247	145	118,093	82,750
Total liabilities	154,380	108,158	1,339	912	32,206	31,007	13,361	19,360	1,013	871	202,299	160,308
Deferred contributions												
Deferred contributions <i>[note 6]</i>	-	-	837	-	157,220	146,001	37,736	34,288	24,748	20,403	220,541	200,692
Net assets:												
Net assets restricted for endowment purposes	-	-	-	-	-	-	-	-	61,992	60,399	61,992	60,399
Unrestricted net assets	-93,021	-66,218	5,024	5,009	-5,364	-6,499	1,042	-427	23,673	14,419	-68,646	-53,716
	-93,021	-66,218	5,024	5,009	-5,364	-6,499	1,042	-427	85,665	74,818	-6,654	6,683
Total liabilities, deferred contributions and net assets	61,359	41,940	7,200	5,921	184,062	170,509	52,139	53,221	111,426	96,092	416,186	367,683

See accompanying notes to consolidated financial statements

CONSOLIDATED SCHEDULE OF OPERATIONS

For the year ended March 31, 2010

[thousands of dollars]

	OPERATING		ANCILLARY ENTERPRISES		PLANT		SPONSORED RESEARCH		SPECIAL PURPOSE AND TRUST		TOTAL	
	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009
REVENUE												
Government grants	293,876	261,504	843	831	-	-	39,139	42,541	14,281	10,229	348,139	315,105
Student fees	56,883	54,631	-	-	-	-	-	-	173	157	57,056	54,788
Other revenue	11,705	12,552	2,284	2,559	-12,049	-5,938	20,914	14,183	9,723	13,242	32,577	36,598
Amortization of deferred capital contributions	-	-	35	-	21,585	24,317	138	149	15	11	21,773	24,477
Sales and services	-	-	16,778	16,958	-	-	-	-	-	-	16,778	16,958
Investment income [note 7]	2,011	3,422	-	-	-	-	625	-433	11,118	-7,318	13,754	-4,329
Total revenue	364,475	332,109	19,940	20,348	9,536	18,379	60,816	56,440	35,310	16,321	490,077	443,597
EXPENSES												
Salaries	227,648	207,316	9,509	8,890	12	-	23,765	21,961	4,015	3,845	264,949	242,012
Employee benefits	42,185	37,382	1,362	1,255	-	-	3,427	2,885	637	565	47,611	42,087
Materials and supplies	18,778	15,475	7,568	7,709	735	2,053	9,312	7,467	730	1,174	37,123	33,878
Employee future benefits	36,033	-14,441	243	-83	-	-	308	-152	102	-113	36,686	-14,789
Scholarships, bursaries and awards	8,598	8,736	2	2	-	-	10,040	8,616	4,312	4,588	22,952	21,942
Amortization of capital assets	-	-	262	125	21,631	23,239	141	151	17	13	22,051	23,528
Repairs and maintenance	7,114	6,326	1,481	1,529	10,502	9,267	1,106	579	234	180	20,437	17,881
Utilities	16,687	20,449	2,546	2,592	7	9	283	259	281	277	19,804	23,586
Externally contracted service	7,192	7,069	905	917	36	126	2,695	2,386	3,948	2,029	14,776	12,527
Travel and hosting	7,597	8,470	50	73	4	8	4,995	5,215	1,684	2,516	14,330	16,282
Other operating	7,256	8,091	323	205	-	61	3,148	5,464	275	-32	11,002	13,789
Professional fees	4,950	5,912	54	17	49	40	3,590	5,010	1,331	1,464	9,974	12,443
Equipment rentals	2,258	1,721	195	211	5	5	340	655	68	83	2,866	2,675
Interest expense	58	63	158	266	673	26	-	-	-	-	889	355
Derivative liability (gain) loss	-	-	-	-	-1,664	3,460	-	-	-	-	-1,664	3,460
External cost recoveries	-16,027	-16,511	-42	-41	-920	-1,050	-622	-396	-692	-443	-18,303	-18,441
Total expenses	370,327	296,058	24,616	23,667	31,070	37,244	62,528	60,100	16,942	16,146	505,483	433,215
Increase (decrease) for the year before the following	-5,852	36,051	-4,676	-3,319	-21,534	-18,865	-1,712	-3,660	18,368	175	-15,406	10,382
Interfund transfers	-20,951	-15,217	4,691	3,940	22,669	14,549	3,181	3,063	-9,590	-6,335	-	-
Excess of (expenses over revenue) revenue over expenses	-26,803	20,834	15	621	1,135	-4,316	1,469	-597	8,778	-6,160	-15,406	10,382

See accompanying notes to consolidated financial statements

Unaudited Supplementary Information

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

March 31, 2010

SCHEDULE OF OPERATING REVENUE

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

	<u>2010</u>	<u>2009</u>
GOVERNMENT GRANTS		
Province of Newfoundland and Labrador		
Department of Education	245,988	221,188
Department of Health	42,723	35,607
Other	832	316
Government of Canada		
Indirect cost of research	4,333	4,393
	<u>293,876</u>	<u>261,504</u>
STUDENT FEES		
Semester tuition		
Undergraduates	36,489	35,697
Graduates	4,704	4,248
Non-credit courses		
Continuing studies	1,006	898
Sir Wilfred Grenfell College	291	287
Marine Institute	10,590	9,930
Other fees	3,803	3,571
	<u>56,883</u>	<u>54,631</u>
OTHER REVENUE	<u>11,705</u>	<u>12,552</u>
	<u>11,705</u>	<u>12,552</u>
INVESTMENT INCOME	<u>2,011</u>	<u>3,422</u>
	<u>2,011</u>	<u>3,422</u>
	<u>364,475</u>	<u>332,109</u>

SCHEDULE OF GROSS OPERATING EXPENDITURES BY FUNCTION

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

	<u>2010</u>	<u>2009</u>
ACADEMIC		
Faculty of Arts	30,020	28,577
Faculty of Business Administration	10,640	9,587
Faculty of Education	9,951	9,484
Faculty of Engineering and Applied Science	12,017	9,339
Faculty of Medicine	44,371	38,277
Faculty of Science	41,274	37,013
School of Life Long Learning	1,287	1,189
School of Graduate Studies	8,081	7,808
School of Music	3,077	2,752
School of Nursing	5,659	5,115
School of Pharmacy	2,599	2,198
School of Human Kinetics	3,790	3,751
School of Social Work	3,362	2,692
Sir Wilfred Grenfell College	20,824	20,126
Labrador Institute of Northern Studies	687	582
Distance Education and Learning Technologies	5,917	5,804
Animal Care Unit	1,626	1,496
Fisheries and Marine Institute	40,050	33,953
Technical Services	4,361	3,488
Oil and Gas Development Partnership	-	150
Harris Centre	523	405
CREAIT	1,575	1,286
Co-op Education	2,221	2,042
	<u>253,912</u>	<u>227,114</u>
SUPPORT SERVICES		
Administrative departments	32,028	30,043
Computing and Communications	11,828	11,344
Library	16,547	16,209
Student Services	10,033	9,301
Facilities Management	25,879	26,568
	<u>96,315</u>	<u>93,465</u>
	<u>350,227</u>	<u>320,579</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	
	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009
Academic salaries	116,778	104,587	2,586	2,466	1,068	1,078	-	-	-	-	641	695	121,073	108,826
Other instruction and research salaries	2,261	2,079	278	227	1,008	903	129	21	173	145	111	137	3,960	3,512
Other salaries and wages	56,791	53,131	4,276	4,269	3,999	3,748	12,766	12,326	5,777	4,811	19,006	16,693	102,615	94,978
Employee benefits	31,075	27,677	1,401	1,345	976	833	3,441	3,081	1,164	911	4,128	3,522	42,185	37,369
	206,905	187,474	8,541	8,307	7,051	6,562	16,336	15,428	7,114	5,867	23,886	21,047	269,833	244,685
Travel and hosting	5,649	6,287	114	116	500	556	149	189	50	97	1,135	1,225	7,597	8,470
Materials and supplies	18,221	11,718	538	58	1,224	987	1,409	1,197	2,831	1,364	1,508	1,290	25,731	16,614
Renovations	5,803	3,450	298	382	240	284	2,483	2,206	254	2,259	1,409	1,591	10,487	10,172
Scholarships and bursaries	7,703	7,780	3	-	694	597	8	-	-	-	190	359	8,598	8,736
Utilities	3,128	3,474	16	31	37	37	13,159	16,417	223	347	123	143	16,686	20,449
Rental	920	841	92	93	24	20	94	87	994	569	134	111	2,258	1,721
Externally contracted services	2,888	2,795	127	90	137	114	2,108	1,591	1,012	1,648	920	831	7,192	7,069
Professional fees	2,681	3,002	12	11	89	127	162	293	27	-138	1,979	2,617	4,950	5,912
Other:														
Institutional memberships	386	389	50	49	28	34	5	8	17	16	315	358	801	854
Property tax	124	143	-	-	-	-	714	610	-	-	-	-	838	753
Insurance	243	223	-	-	-	-	30	34	2	4	889	868	1,164	1,129
Debt repayments	127	181	-	-	23	26	2	33	19	14	11	12	182	266
Space rental	647	733	-	-	1	10	18	-	-	-	61	79	727	822
Reference books	2,325	2,219	6,828	7,165	9	8	3	12	-	-	45	34	9,210	9,438
External cost recoveries	-3,838	-3,595	-72	-93	-24	-61	-10,801	-11,537	-715	-703	-577	-522	-16,027	-16,511
	47,007	39,640	8,006	7,902	2,982	2,739	9,543	11,140	4,714	5,477	8,142	8,996	80,394	75,894
	253,912	227,114	16,547	16,209	10,033	9,301	25,879	26,568	11,828	11,344	32,028	30,043	350,227	320,579

SCHEDULE D
[unaudited]

**COMPENSATION PRACTICES AT
MEMORIAL UNIVERSITY OF NEWFOUNDLAND**

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

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

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

Compensation for administrative directors and managers is set by the Board of Regents. A review of compensation in these positions was conducted by an external consultant in 2007-08. A new salary structure for Senior Administrative Management was approved by the Board and implemented April 1, 2008.

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

Per-course lectures are represented by Lecturers' Union of Memorial University of Newfoundland [LUMUN].

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

SCHEDULE D
[unaudited]

MEMORIAL UNIVERSITY OF NEWFOUNDLAND
EXECUTIVE SALARY RANGES
MARCH 31, 2010

	Salary Range (\$)
President and Vice-Chancellor	253,592 - 316,990
Vice-Presidents:	
Academic and Pro Vice-Chancellor	193,155 - 241,444
Administration & Finance	171,683 - 214,604
Research	171,683 - 214,604
Executive Director [Marine Institute]	147,158 - 183,947
Dean - Student Affairs & Services	165,945 - 207,431
Principal - Sir Wilfred Grenfell College [SWGC]	147,158 - 183,947

SCHEDULE D
[unaudited]

MEMORIAL UNIVERSITY OF NEWFOUNDLAND
ACADEMIC SALARY RANGES [note 1]
MARCH 31, 2010

	Salary Range (\$)	Actual Minimum & Maximum Salaries	Number of Employees
Academic Executive: Deans of Faculties/Schools Directors of Schools University Librarian Associate Vice-President	[note 2]		15 7 5 1 2
Academic Management: Vice-Dean [Medicine] Vice-Principal [SWGIC] Associate Vice-Principal Research [SWGIC] Associate Deans Assistant Deans Department Heads Directors Associate Directors Associate University Librarians	[note 3]		83 1 1 1 17 6 38 6 8 5
Academic Staff:	29,330 - 148,005	38,290 - 195,143	1236
Professors	95,428 - 148,005	97,241 - 195,143	265
Associate Professors	80,924 - 120,810	80,924 - 158,883	298
Assistant Professor	70,046 - 86,363	62,794 - 113,558	289
Lecturers' [note 4]	55,542 - 64,607	55,542 - 77,298	98
Co-op Education Coordinators	53,729 - 93,615	66,420 - 89,989	18
Librarians	50,102 - 131,687	51,915 - 122,622	36
Instructors-Marine Institute	29,330 - 109,916	38,290 - 109,916	232

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

Note 2: Academic Deans and Directors receive a salary depending upon professorial rank plus an administrative stipend in the range of \$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.

Note 3: Academic Departments 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 4: Lecturers include 43 Visiting Professors paid on the lecturer scale.

SCHEDULE D
[unaudited]

MEMORIAL UNIVERSITY OF NEWFOUNDLAND
ADMINISTRATIVE SALARY RANGES [note 1]
MARCH 31, 2010

	Salary Range (\$)	Actual Minimum & Maximum Salaries	Number of Employees
Senior Administrative Management Level 1 to 5: [note 2]	92,004 - 180,399	92,004 - 169,575	107
Management and Professional Staff [note 3]	26,878 - 100,461	39,938 - 106,453	327
Administrative Staff [note 4]	26,609 - 119,620	26,609 - 72,509	2061

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

Note 2: Senior Administrative Management category was implemented April 2008 and includes previous categories of Administrative Directors level 1 - 4, the Marine Institute Academic Industrial Response Unit Managers, and employees on previous Band Levels 12-15.

Note 3: Management and professional staff ranges reflect 11 salary levels developed under the University's Job Evaluation System.

Note 4: Administrative and academic support staff salary ranges reflect salary levels defined by union collective agreements or non-bargaining terms and conditions of employment.

