WWI COMMEMORATION PLANNING

PUBLIC CONSULTATION REPORT:
LOOKING BACK/LOOKING FORWARD

Prepared for:

Memorial University WWI Commemorative Steering Committee
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EXECUTIVE SUMMARY

Founded as a living war memorial in 1925, Memorial University formed a presidential steering committee in 2012 to prepare for the centenary commemoration of World War I in 2014-18. In order to undertake its mandate to plan and oversee the university’s commemorations, the committee began by developing a consultation process to generate community input. Heritage consultant Catherine Dempsey was retained to assist the committee with the consultation process. This was accomplished over the July to December 2012 period by:

- announcing the consultation process and inviting public input on-line via a submission form on the university’s remembrance web page
- holding regional consultations in four areas of the province to build awareness, determine public interest and gather public input
- holding a committee retreat to consider the findings of the consultation process and to determine recommendations for the university’s next planning steps
- developing a report summarizing the consultation input and the committee’s recommendations on commemoration planning priorities and processes for the five-year centennial period.

Generally, the consultations attracted people with a keen interest in and knowledge of the subject matter, though the total number of participants was modest (126), making the process a qualitative, rather than a quantitative, research endeavour. The findings indicate that those consulted:

- are interested in the role that Memorial University will play in commemorating WWI,
- would like to work with the university and share their community resources through partnership with the university
- would like the university to provide access to resources such as research and scholarship to enhance community commemorations.
- feel that Memorial University projects should take place in all major Memorial locations: Harlow Campus, Grenfell Campus, Labrador Institute, and St John’s,
- would like to honour the original goal of establishing Memorial University College as a living memorial – making the province a stronger, better place through a well-educated population
- think that Memorial’s efforts should focus on peace and conflict resolution.

In light of the general nature of the input received, the committee’s chief recommendation is that a commemoration advisory/coordinator position be created to work with the committee to spearhead, facilitate and coordinate commemoration programming and to demonstrate Memorial’s enhanced commitment to commemoration through education. This position could be filled by a secondment within the university.
Further, since it appears that youth did not participate significantly in the consultation process, that the committee should seek other ways to engage youth, an important target audience for commemoration programming.

The committee also recommends engaging university units as possible in commemoration planning, asking them to present their suggestions for thematic course content, new offerings or events, and any other projects they are willing to develop/undertake.
1.0 INTRODUCTION

Memorial University opened its doors in 1925 as a living memorial to the Newfoundland and Labrador soldiers who died in the First World War. The college was to be an inspiration and avenue for the people of the colony to advance their education to the betterment of their country. Memorial University is unique in this role of being a living memorial.

In the fall of 2011 Memorial University was invited to join the provincial government WWI Stakeholders Coordinating Committee to oversee co-ordination of commemorations being planned by many interested groups in the province.

In the spring of 2012 the President of the university formed the MUN WWI Commemoration Steering Committee with a mandate to

- **Stimulate, coordinate, guide and oversee** the development of university activities, events, exhibits, special projects and other initiatives to commemorate the 100th anniversary of World War I, 2014-2018
- **Recommend** institutional goals, strategies, tactics and budget in a plan for the commemoration program and then oversee the implementation of the program
- **Seek input and involvement** of university community and also work collaboratively with internal, external stakeholders
- **Coordinate** with provincial and federal government WWI commemoration planning groups
- **Provide regular updates** to university leaders and communicate periodically to the wider community

Members of the MUN WWI Commemoration Steering Committee and its consultation subcommittee are:

Gary Kachanoski, President of Memorial University, Co-Chair
Sean Cadigan, Head of History and Co-Chair
Victoria Collins, Executive Director, Marketing & Communications, and secretary to committee
Gerald Anderson, Marine Institute
Kirk Anderson, Dean, Education
Penny Blackwood, Director, Alumni Affairs and Development
Mary Bluechardt, Vice-President (Grenfell Campus)
Lorraine Busby, University Librarian
Su Cleyle, Director, Distance Education, Learning & Teaching Support
Renee Fitzgerald, Marketing & Communications and recording secretary
Fred Hawksley, Professor, Education
Mark Humphries, Professor, History (Subcommittee)
Olaf Janzen, Professor, History, Grenfell Campus, (Subcommittee)
Martha MacDonald, Labrador Institute (Subcommittee)
Bert Riggs, QEII Library Archives & Special Collections
Rob Shea, Deputy Provost (Students) and Associate Vice-President (Academic)
Undergraduate Studies pro tem (as of January 3, 2013: Sandy LeForte)

The consultation subcommittee of the committee was formed and set up an online presence at www.mun.ca/commemoration to provide a venue where the university community and the wider public could register their suggestions for commemoration. They also decided to hold consultations, taking into account the geography and population centres of the province, and the locations of the Memorial University campuses.

In October and November of 2012 the regional consultation process took place. There were four regional locations: Grand Falls-Windsor, St. John’s, Corner Brook and Happy-Valley Goose Bay. (See news release of July 27, 2012, for more info on process). This was followed by a full-day retreat by the committee and subcommittee to consider the input on December 5.

1.1 Purpose
In October 2012 the Executive Director of Memorial University’s Division of Marketing and Communications (MarCom) contracted Catherine Dempsey of Cormorant Ltd. to coordinate the regional consultation process to gather input for Memorial University’s planning process for commemorating the 100th anniversary of the First World War by:

- working with the consultation sub-committee of the WWI Commemoration Steering Committee in organizing, promoting, and facilitating four public consultation sessions
- facilitating a retreat for the WWI Steering Committee to review the suggestions from the public consultation, and
- to generate a report on both activities.

1.1.1 Scope
The report gives an overview of the consultations (on line and regional) as well as the summary and recommendations that came out of the planning retreat. The commemorative events that Memorial already holds are listed, as well as recommendations from the committee on the next steps and directions for the development of the university’s commemorations for 2014-18.

The appendices include an e-mail list of those who submitted input for further updates or communications and copies of the suggestions reported online. (NOTE: These were extracted from the distributed version of this report for privacy reasons.)
The intention of the report is to provide the committee with enough information to determine a budget and priorities over the five-year centennial period.

**Figure 1  Plaque in Notre Dame Cathedral, Paris, showing Newfoundland with Canada, Australia, and India**

2.0 GOALS OF THE COMMEMORATION: LOOKING FORWARD
LOOKING BACK

Sean Cadigan, co-chair of the committee, in his opening remarks at the regional consultations, summarized the nature of commemoration of World War 1. He noted that the National War Memorial was erected on Duckworth Street in St. John’s, as a way to memorialize the war dead, but that William Coaker spoke very eloquently about the need to rebuild the capacity of Newfoundland through education of the population. He summarized this duality as: Looking Back/Looking Forward.

From the very beginning, the Memorial University College fulfilled the vision of looking back as a “monument to the memory of the men who died so gloriously on the field of honour” while also looking forward as “an inspiration to those who enter its portals, whether as teachers or pupils, to engage in the work of educational reconstruction”.

2.1 Present Commemorations

Education has, of course, remained the university’s main raison d’être. Through the campuses in St. John’s and Corner Brook, plus locations in other parts of the province and via distance education, the university provides the opportunity for higher education across the province (and beyond), thus living up to the original goal as a living memorial.

From the time Memorial University College at Parade Street opened for its first class in 1925, commemoration has been an important part of the annual calendar. Over the years, commemoration of the province’s war dead has grown to include the casualties from WWII and the Korean War. At Memorial University’s annual remembrance
ceremonies held in St. John’s and Corner Brook the names of the 30 MUN alumni who lost their lives during the Second World War are read out.

The present commemorations at the university range from ceremonies to plaques, gardens, pictures and buildings. Most are on display year round, and work as background reminders for the university population. Most are of the “Looking Back” or memorial type of commemoration. Active public engagement, and the sense of personal relevance that could be part of the “Looking Forward” vision, comes mainly in the ceremonies.

The present commemorations include:

St John’s:

Physical Commemorations:

- **Memorial Wall** and dedication plaque in the lobby of the Arts and Administration Building, St. John’s campus
- **Memorial Tower** erected on St. John's campus in the 1990s (sponsored by the Johnson Family Foundation). A historical display in the base of the tower documents Memorial’s origins.
- **Veteran’s Memorial Court** established in 1999, next to Queen Elizabeth II Library, St. John’s campus
- **Merchant Navy Monument** at the Marine Institute campus in St. John’s
- **Collections and displays** of special wartime-related archival materials in the Queen Elizabeth II Library
- **Remembrance messages** on pole banners in November every year on St. John’s campus
- **Newfoundland Book of Remembrance** – The original book is in the Parliament Buildings Memorial Chamber display in Ottawa, but two replicas were presented to the province. One is at the Confederation Building and Memorial University’s copy is displayed in the lobby of the Arts and Administration Building

Commemoration Activities:

- Annual November **Ceremony of Remembrance** on the St. John’s campus, with participation by the Royal Canadian Legion color party and the Royal Newfoundland Regiment Band.
- November **Commemorative activities** at the Marine Institute are held to honour those lost in the merchant marine service.
- **Laying of commemorative wreaths** each year at Nov. 11 and July 1 war memorial ceremonies in St. John’s

Corner Brook:

- November **Commemorative activities** are held annually at Grenfell Campus.
- **Laying of commemorative wreaths** each year at Nov. 11 and July 1 war memorial ceremonies in Corner Brook
Happy Valley-Goose Bay:

- Small photograph display on one wall in the College of the North Atlantic Building where the university’s Labrador Institute (LI) is located.

Online and Print Commissions:

- **Web pages** on remembrance - [www.mun.ca/remembrance/](http://www.mun.ca/remembrance/)
- **Dedication plaque and names of alumni** killed in Second World War are depicted in annual academic Calendar.
- **Remembrance messages** are presented on the main university website in July and November.
- **Newfoundland Book of Remembrance** is also online -- [http://www.mun.ca/memorial/living/book.php](http://www.mun.ca/memorial/living/book.php)

### 2.2 Target Audiences/Stakeholders

The Memorial University WWI commemorations in 2014-18 could have a variety of target audiences with different levels of interest in the reason for the commemorations. These audiences are:

#### 2.2.1 On Campus:

- **Faculty:** generally range in age from late 20s to mid-60s. Some departments’ faculty (for example: History, Political Science) have a teaching and research connection to war. Many faculty will have grandparents or other relations that they met and remember who served in the 1914 – 1919 period. Others could have a connection to the Second World War.
- **Staff:** roughly same age range as faculty. Same first-hand relationship with family members who served in the wars.
- **Students:** Generally age 17 – 30. Less direct contact with veterans of WWI and WWII. They do have connections to the Afghanistan forces. Some are not from the province, or are international students, so establishing a personal connection to our commemorations calls for clarity in messaging, and an understanding of their experiences. Some students will attend Harlow Campus in the UK, which presents an opportunity for visits to Beaumont Hamel.

#### 2.2.2 Off Campus:

- **Alumni:** again, a wide age range, with many mature members. These people are spread around the world, have started working or even retired, and many have time and income to engage in activities that might involve travel.
- The provincial Stakeholders Coordinating Committee for WW1 Commemorations: MUN has two representatives on this committee, which will
work to co-ordinate and communicate about activities and programs across the province.

- Royal Newfoundland Regiment: As the icon of Newfoundland and Labrador’s fighting presence and sacrifice, the Royal Newfoundland Regiment is planning its own activities that will focus on the regiment’s role in WWI. Regiment symbols such as the caribou are closely tied to the regiment. The members of this audience are very focussed on this one aspect of the Newfoundland experience in WWI.

- Royal Canadian Legion: Memorial already works closely with the Legion every year for the Remembrance Day Ceremonies. The Newfoundland and Labrador branches of the Legion have an interest and resources and access to many of the artefacts and oral histories around the province. The Grand Bank branch of the legion is very interested in preparing something concerning their own history.

- The Rooms: The provincial museum, archives and art gallery are planning some activities and exhibitions for 2014 – 2018. Finding ways to co-ordinate efforts could be beneficial to both the Rooms and Memorial University commemorations.

- Arts and theatre groups across the province: A number of playwrights have produced plays dealing with WWI. Some are planning new plays, and productions.

- Community museums: Like the Legion branches, these museums are the contacts for the towns, artefacts and stories across the province.

### 2.3 Key Messages

The committee has articulated the messages that the university’s commemorations program should communicate as:

- Memorial University has a unique position and responsibility because it was created as a living memorial. The sacrifices of our people should serve as inspiration for the students, faculty and staff of today to strive for excellence and to give back to society.

- The university population should be aware and familiar with the living memorial status of the university, and find relevance for their own life experiences.

- While the university takes inspiration from the sacrifices of WWI, it looks forward by embodying an important aspiration of those who fell: that their sacrifice would be for the building of a better world. Memorial University works toward a better world for our province, our country and our world.

### 3.0 PUBLIC CONSULTATION

#### 3.1 The Consultation Process

The consultation sub-committee members are:

- Sean Cadigan, History, Co-Chair
- Gerald Anderson, Marine Institute
The committee decided to consult within the university community at all campuses, as well as to reach out to people in other communities across the province.

The first activity was to set up a web page on the MUN website, at www.mun.ca/commemoration, where people could submit suggestions for commemorative activities, legacy projects, or academic programs. The page was announced to the university community and the province in the summer of 2012 through articles in the MUN Gazette, the Muse and other communications. Almost 70 on-line submissions were received.

Four regional consultations were scheduled for the end of October and early November 2012. Locations were Grand Falls-Windsor, St. John’s, Corner Brook and Happy Valley-Goose Bay. They were advertised in local newspapers and via PSAs, and personalized e-mail contact was made with town councils, mayors, the legion branches, community museums, local theatre groups, school boards in each region, and some teachers. A radio interview with Dr. Sean Cadigan explained the reasons for the consultations and invited participants to come to the Corner Brook location.

The consultation locations were chosen to reach as many regions of the province as possible, using major towns with good-sized populations. St John’s, Corner Brook and Happy Valley-Goose Bay have MUN operations. Grand Falls-Windsor does not but it serves a number of smaller communities in central Newfoundland. The largest per capita enlistment for WWI came from Grand Falls, even though the community was established only nine years before the outbreak of the war.

Sean Cadigan, Victoria Collins, Bert Riggs and Catherine Dempsey attended all of the consultations. Fred Hawksley attended the session in St. John’s. Gerald Anderson and Olaf Janzen were part of the presentation in Corner Brook, and Gerald Anderson also attended the session in Happy Valley-Goose Bay.

The public communications and personal notifications did have a positive effect on attendance, and the discussion and suggestions were wide ranging, thoughtful, and showed an understanding of the university’s criteria. The committee noted, however, that the people who attended made up a very small cross-section of the general population, and tended to be associated with Legion branches, the Royal Newfoundland Regiment, historians, or people working in education or the arts. There were very few young people, in spite of sending notifications to the university’s student unions. The committee has noted this gap.

Despite personal invitations, there was little response or representation from communities in the vicinity of each consultation. It will be important to continue to reach out to town councils, museums and legions, as there could be artefacts and records within these communities. As time draws nearer, interest will increase.
### Table 1  Overview of Regional Consultations and Online Submissions

<table>
<thead>
<tr>
<th>Consultation</th>
<th>Date</th>
<th>Site</th>
<th>#</th>
<th>Comments/Highlights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online</td>
<td>Fall – Nov. 22, 2012</td>
<td>On-line</td>
<td>68</td>
<td>• Mostly university-connected submitters</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Some submitted multiple times with variations on themes.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Memorial gardens, or plantings mentioned here</td>
</tr>
<tr>
<td>Grand Falls-Windsor</td>
<td>Oct. 27 6 – 8 pm</td>
<td>Mount Peyton Hotel</td>
<td>7</td>
<td>• Legion, Central School District, Mayor of GFW, grandson of veteran represented</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• eager to work with MUN to prepare something for their town, but to make it</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>available to MUN</td>
</tr>
<tr>
<td>St. John's</td>
<td>Oct 30 7:30 – 9:30 pm</td>
<td>Innovation Hall</td>
<td>30</td>
<td>• MUN faculty, alumni, Royal NL Regiment members, new chancellor, authors, historians</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Large-scale projects proposed, such as a centre for peace and reconciliation studies</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Harlow opportunities mentioned</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Royal NL Regiment focused on its history</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• The Rooms willing to work with MUN</td>
</tr>
<tr>
<td>Corner Brook</td>
<td>Nov 5 2:30 – 4:30 pm</td>
<td>Grenfell Campus Art Gallery</td>
<td>12</td>
<td>• Interview on radio brought members of one family out</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Strong community museum and theatre group interest in wishing to partner with MUN</td>
</tr>
<tr>
<td>Happy Valley – Goose Bay</td>
<td>Nov 6 12 – 2 pm</td>
<td>LI Room 106</td>
<td>9</td>
<td>• Staff members of LI present. Also, Northwest River Museum (the Rooms Regional Museum) Them Days Magazine and theatre group.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Interested in recognizing Labrador contributions to the war effort, and finding more about local enlisted.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• A local collection displayed in a shop basement has the potential of telling a good story for the area.</td>
</tr>
</tbody>
</table>

#### 3.1.1 Retreat

Following the consultation period, the committee’s retreat was held at the Murray Premises Hotel on December 5, 2012. Present were:
3.2 Recommended Goals of MUN Commemorations

The committee used the consultation input as a way to start determining recommended goals for Memorial University’s WWI commemorative program. These have been divided into internal goals and external goals.

3.2.1 Internal Goals

The internal goals should strive to further awareness, understanding and “buy in” for the commemorative strategy across the university community by:

- creating greater awareness of the context of Memorial's origins so that more members of the university understand it
- encouraging professors and faculties to begin incorporating and infusing commemorative-related themes into their regular teaching and research work.
- Identifying and sustaining good ideas in a commemoration ideas bank; using it to engage and motivate university units and show them how they might participate
- engaging students so that they see the relevance of WWI (historical) commemoration in terms of other more recent conflicts that they can relate to.
- determining a strategy to make commemorations relevant to out of province students and out-of-country students. It could be useful to evaluate the effectiveness of the present commemorations to determine the level of awareness within the university population, and how this could be raised.
The committee must determine ways to realize these broad objectives through the collective and individual activities of the university community. There was some discussion about developing a system of incentives/resources/rewards to encourage individual, departmental and institutional activities. A draft incentive plan is needed to for the committee to review and consider for implementation. The committee agreed that any new legacy programs should reflect Memorial's commemorative origins, while advancing the university as a place of vision and forward thinking. The ideas for legacy programs tended to be envisioned as academic programs using the past to inform the future; The Great War was supposed to be the war to end all wars. As well as offering courses with a WW1 context, should new courses be developed with peace and security issues as the focus?

The committee identified external goals intended to further awareness and understanding of MUN, with communities and groups outside the university. The external goals identified in the strategy retreat were:

- to engage co-operatively with communities outside of Memorial University in a meaningful, productive and sustainable manner that furthers the university mandate.
- to build on the original vision of Memorial University College: to use education to develop leaders for the growth and betterment of the province. The university has always been a place of research and teaching, and these resources are of value to the other groups in the province.
- to engage youth in order to educate them on the history as part of helping them understand NL’s potential and their future role in its development-- 'look back to look forward' to engage school system around WWI commemoration to connect the university with young people (e.g. Faculty of Education project) to encourage greater provincial history teaching in the schools (beyond Grades 8 and 10).
- The committee noted that because of its resources, the university can and should look for opportunities to provide advice and support to commemoration activities across the province, and to benefit from partnerships with some of the groups. The caveat is to ensure the university role is supportive rather than taking the lead on some of these external projects. Taking the lead could dilute the committee’s ability to deliver effectively on major projects that MUN wishes to focus on.

3.3 Categorized Suggestions and Submissions:

Suggestions and submissions from the online and geographic consultations ranged widely.

The on-line questionnaire asked for people to categorize their suggestions as academic initiatives, commemorative activities, and legacy projects. To give an idea of the range of ideas, the main suggestions are summarized below.

3.3.1 Academic Programs or Initiatives: Courses, Symposia, Publications

- New program in the History department
• Work on a centre for peace and resolution studies
• Education is designing an on-line learning experience about WWI that allows the public to go in via various disciplines, such as medicine, engineering, etc.
• Gathering oral histories, etc., across the province
• Using Harlow Campus as starting point for trip to Beaumont Hamel for students.
• Symposium or conference on WWI
• Online presentations about WWI

3.3.2 Commemorative Activities: Talks, Ceremonies, Displays
• Exhibitions on WWI; new, refurbished, travelling across province
• Continue and build on present commemorative ceremonies
• Expand on ceremonies and exhibitions or plaques to include Grenfell Campus, Harlow Campus and Labrador Institute
• These activities should target many locations in the province.
• These activities should focus on total Newfoundland and Labrador WWI experience, rather than just the Royal Newfoundland Regiment.
• Work with many outside groups, arts, museums, heritage, military

3.3.3 Legacy Projects: Structures, Scholarships
• Identify commemorative naming opportunities such as new residences.
• Create gardens or contemplative places (there are already a number on St John's campus, but other university locations could have something)
• Various suggestions around scholarships range from establish 500 scholarships (for the first 500), to offering free tuition for the children of veterans, or returning soldiers.
• Develop commemorative items such as flags, pins, commemorative graduation parchments during 2014-18.
• Use the forget-me-not back as an icon.

4.0 RECOMMENDATIONS OF THE COMMITTEE

The centennial of WWI presents some interesting opportunities for Memorial University. It is important that commemoration initiatives for Memorial University be supported appropriately to fully develop their potential. Every successful large project needs a vision, but it also needs the “champion” who has the responsibility of looking at all aspects of the project, and providing the coordination to bring it to fruition.
4.1 Create Coordinator Position

To that end, the committee recommends that a new position be created – a special advisor to the President to oversee the WWI commemorations. The advisor would work towards having the university deliver the commemorative aspects of university mission through academic programs or other sustaining projects. This would allow the university to demonstrate its ongoing commemoration commitment. The position would be a liaison for the public and university units. The position is envisioned as similar to a director of a virtual centre, and could be a faculty member seconded to the new role. This position could receive and facilitate proposals on an ongoing basis. The position could be guided by the WWI steering committee.

4.2 Engage University Departments/Units

The committee has representatives from various departments and faculties including History, Alumni Affairs and Development, Education, the Libraries and Special Collections, DELTS, Grenfell Campus, Labrador Institute, and Marketing & Communications. One task identified is to find ways to engage the rest of the institution. It was noted that bringing some students onto the committee could help to engage the youth on campuses.

The committee discussed other possible ways that units could become involved. The following suggestions were made.

- QEII Library could create relevant archival exhibits that could be travelled to other MUN library sites and possibly outside the province. This could be in advance of 2014-2018 and help to promote Memorial’s commemoration plans. The Library should consider working with the Regiment and The Rooms to develop and travel such an exhibit. They could explore ways to travel it to the UK to connect to Imperial war effort commemorations and possibly receive and display return travelling exhibits.

- The university may be able to work with some of the dramatic productions that are being developed by theatre companies in different regions. They might tour around the province. Perhaps the Library could develop displays that connect to community theatre productions (e.g. Theatre NL).

- There could be a pan-university team project to develop and issue information about each day or week of the war and post to MUN web site. Other social media interfaces such as Twitter could be used as well.

4.3 Expand Committee to Include Student Representation

Work with Student Affairs to give youth a voice in commemoration plans by inviting them to suggest ideas that will resonate with youth. Service and self-sacrifice, tenacity, making it happen against great odds, and building a better world: these values that were personified through WWI service are those that Memorial would like to instil in the students and institution.
The WWI Steering Committee should expand to include one or more students, representing the undergraduates and graduates.

One suggestion is to establish a centre of peace and conflict studies to coordinate and stimulate activity across the institution in this area.

4.4 Engage with Communities and Audiences Across the Province

The committee recommends seeking advice from the Harris Centre/Office of Engagement on developing a project to engage communities with the university on WWI. MUN can provide expertise, help with community research, and other ways that are useful and build relationships.

The university should also support and find ways to work with activities planned by other groups such as the Royal Newfoundland Regiment.

5.0 PRIORITY RECOMMENDATIONS

The committee agreed to a final summary of recommendations for proceeding with planning and implementing WWI commemorations as follows:

- To appoint a centre, director, or office to coordinate and identify the best options for MUN commemorations based on suggestions received and that will also sustain the commemorative approach.
- The individual/office will work with the committee to:
  - put in place an engagement strategy,
  - encourage a teaching strategy,
  - prioritize a research strategy,
  - incorporate the theme of WWI into ongoing work activities across the university,
  - identify and finalize special institutional initiatives and legacies,
  - raise consciousness about university as living Memorial -- colours, flag, orientation program.
- Identify funding budgets for individual projects and fit them to an overall budget for the commemorations.