

Sept. 27, 2006

To: Members of the University Community

Fr: Dr. Axel Meisen, President and Vice-Chancellor

Re: Dr. Shirley Katz's Investigation into the Employment Experience of Dr. Deepa Khosla and Related Matters

On September 13, I gave a briefing to the University community on the above investigation and indicated that I would provide a follow-up report in two weeks' time. This is the follow-up report.

With respect to Dr. Katz's report, the University's legal counsel is in the process of identifying experts in privacy matters who are able to redact the report in accordance with the privacy legislation of the Province of Newfoundland and Labrador before the report is released publicly. As well as expertise in the area of privacy law, consideration is being given to ability to complete the work in the shortest period of time and in identifying an individual independent of Memorial University. Several independent out-of-province experts have already been identified. The name of the independent expert will be announced as soon as the determination is made.

Dr. Katz's recommendations have received careful consideration by the University's Senior Executive Committee (the membership is given below). The following table summarizes the actions to be taken, together with the names of persons assigned thus far to the actions. In most cases, additional persons will be assigned to the various actions and the university community is again invited to make nominations.

The target dates designated "P" and "I" refer to the submission of preliminary and interim reports, respectively. Each action group has been requested to prepare a work schedule and propose a date for their final reports once the work has commenced. In all cases, the action teams will examine experiences and practices at other relevant post-secondary institutions.

	Recommendation in Dr. Katz's report	Action Assignment	Target Dates
1.	A crisis and risk management team should be established.	<i>Action:</i> Consider and develop proposals for the organization and structure, mandate and policies of such a team, building on the existing team. <i>Assignment:</i> Lilly Walker, Darrell Miles, Victoria Collins, David Head	P: Oct 6 I: Nov 3

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2.	In-house training for academic administrators, recently instituted in April 2006, should be continued.	<i>Action:</i> Develop and oversee the implementation of a comprehensive training plan and training modules (Note: non-academic administrators are also to be included in training). <i>Assignment:</i> Eddy Campbell, Karen Hollett, Lisa Hollett	P: Oct 6 I: Nov 3
3.	Better lines of communication should be established between and among units and divisions.	<i>Action:</i> Assess current situation, identify deficiencies, recommend and oversee implementation of improvements. <i>Assignment:</i> Senior Executive Committee	P: Oct 16 I: Dec 22
4.	Unionized employees who have ongoing complaints against the administration should be dealt with decisively and resolutely.	<i>Action:</i> Review current situation and prepare proposals for changes; engage union leadership and non-unionized employees in discussions. <i>Assignment:</i> Karen Hollett, Lisa Hollett, Eddy Campbell, Kent Decker	P: Oct 16 I: Dec 1
5.	The general area of policies and procedures and in particular, policy formulation, development and dissemination, should be reviewed.	<i>Action:</i> Undertake review, recommend improvements and oversee changes. <i>Assignment:</i> Axel Meisen, Glenn Collins, Eleanor Bennett, Donna Ball and support staff	P: Oct 6 I: Nov 3
6.	The specific policies governing student conduct and student complaints should be reviewed so that remaining ambiguities are addressed. The policy and procedures concerning sexual harassment should urgently be revised.	<i>Action:</i> Conduct review and recommend changes. <i>Assignment:</i> Lilly Walker, University Legal Counsel, student leaders and the Sexual Harassment Advisor	P: Oct 16 I: Dec 22
7.	Certain lacunae (i.e. gaps) in policies should be addressed. A policy on personal harassment should be a priority.	<i>Action:</i> Identify lacunae and oversee the completion of the "Respectful Workplace Policy" currently under development. <i>Assignment:</i> Axel Meisen, Glenn Collins, Karen Hollett, Lisa Hollett	P: Nov 3 I: Dec 22

	Recommendation in Dr. Katz's report	Action Assignment	Target Dates
8.	A Centre for Human Rights and Equity should be established.	<i>Action:</i> Examine centres at other universities and make recommendations for Memorial University. <i>Assignment:</i> Eddy Campbell, Karen Hollett, Lisa Hollett	P: Nov 3 I: Dec 22
9.	A position of Advisor to the President on the Status of Women should be created immediately.	<i>Action:</i> Develop mandate, outcomes and position description. <i>Assignment:</i> Senior Executive Committee	P: Oct 6 I: Nov 3
10.	A survey should be conducted by the Centre for Institutional Analysis and Planning (CIAP) for the purpose of obtaining the views of women employees on a variety of subjects including compensation, career development and conditions of employment.	<i>Action:</i> Identify an outside survey organization, construct survey, and analyze survey results (Note: CIAP does not have extensive expertise in conducting environmental surveys and an outside organization will provide an additional degree of anonymity). <i>Assignment:</i> Karen Hollett and Lisa Hollett	P: Oct 6 I: Nov 15
11.	The Sexual Harassment Advisor should in the immediate future provide informational sessions to meetings of Faculty Councils, departments, and senior administrators so that all are familiar with what sexual harassment is and how it is dealt with at Memorial.	<i>Action:</i> Review and modify current materials as necessary, identify target groups, set implementation schedule; integrate input from the Advisory Board to the Sexual Harassment Office <i>Assignment:</i> Axel Meisen, Advisor to the President (see #9), the Sexual Harassment Advisor	P: Oct 6 I: Dec 22
12.	The Women's Studies Program should be supported and strengthened as a matter of urgency, in accordance with the report on the Women's Studies Program dated April 13, 2005.	<i>Action:</i> Communicate actions taken on the report identify and implement future actions. <i>Assignment:</i> Eddy Campbell, Reeta Tremblay, Chris Loomis	P: Oct 3 I: Dec 15

Key: Senior Executive Committee:

Dr. Axel Meisen, President and Vice-Chancellor
Dr. Eddy Campbell, Vice-President (Academic)
Dr. Chris Loomis, Vice-President (Research)
Mr. Kent Decker, Vice-President (Administration and Finance)
Dr. Lilly Walker, Dean, Student Affairs and Services
Mr. Glenn Blackwood, Executive Director, Fisheries and Marine Institute
Ms. Victoria Collins, Director, Marketing and Communications
Ms. Margot Brown, Executive Director, Office of the President

Others:

Mr. Darrell Miles, Director of Facilities Management
Mr. David Head, Director of Enterprise Risk Management
Ms. Karen Hollett, Director of Faculty Relations
Ms. Lisa Hollett, Director of Human Resources
Mr. Glenn Collins, Registrar
Ms. Eleanor Bennett, Secretary to the Board of Regents
Ms. Donna Ball, Manager of Finance and Administration, School of Music
Ms. Amy Wyse, Employment Equity Officer and Acting Sexual Harassment Advisor
Dr. Reeta Tremblay, Dean, Faculty of Arts
Ms. Lori Yetman, Sexual Harassment Advisor

If you have any suggestions for carrying out the actions or names of individuals to serve on the action groups, please send them to me at president@mun.ca.

Axel Meisen, Ph.D., P.Eng.
President and Vice-Chancellor