

Executive Summary - Review Report of Portfolio of Deputy Provost (Students)

Approved for distribution by Vice-Presidents' Council on June 18, 2013

Background

The portfolio of Deputy Provost (Students) and AVPA (Undergraduate Studies) is relatively new for Memorial University and provides a "...wonderful opportunity for building connections between the academic and student support side of the institution to promote and achieve student success." These are the words of the review panel invited by Dr. David Wardlaw, Provost and Vice-President (Academic), to look at the structure and function of the new portfolio.

As per the terms of reference, "The focus of the review is the structure, functionality and intra-operability of the suite of academic support units and student-oriented services on the St. John's campus and on the connectivity of the units in the portfolio to, and inter-relationship with, academic units, relevant non-academic units and other organizations outside the portfolio on all three campuses (St. John's, Grenfell, Marine Institute)."

The review of the portfolio was conducted by three external reviewers in February 2013, just prior to the arrival of the first Deputy Provost (Students) and AVPA (Undergraduate Studies), Dr. Cecilia Reynolds, at Memorial in April 2013. The review report was received by Dr. Wardlaw in May 2013.

The reviewers were senior administrative leaders responsible for student affairs at Ryerson, Simon Fraser and Queen's universities.

Overview of findings

The reviewers' comments were based upon their experiences at a variety of Canadian universities, what they know of good practices at other institutions, emerging trends in managing student services and academic affairs and what they heard from the many people they interviewed during their site visit.

Overall, the review team noted the willingness to engage by the students who were interviewed and by the dedicated and hard-working individuals who currently provide academic and support services to students at each campus. The desire for greater role clarity and stability was identified by the review, as was the need to adjust the size and scope of the team at the St. John's campus that reports directly to the Deputy Provost (Students).

The review notes that the new Deputy Provost (Students) has been charged with a broader role than that of the former Dean of Students. However, they suggest that there must be a clear "go to" person on a variety of student matters and they suggest that this could be "a strong leader in the area of student affairs who can manage these issues well in partnership with the appropriate campus partners and can brief and involve the Deputy Provost accordingly" (p.3). The reviewers noted that there is confusion concerning how the portfolio relates to graduate students, despite the first part of the title referring to (all) students and the 2nd part referring to undergraduate affairs. Thus messaging and education will be required on this front. Also, concerns expressed to the panel from both graduate and undergraduate students about how student government issues would be brought to the President and Vice Presidents and how it would evolve from the current process need to be considered.

Reviewers noted that there was a need to ensure that there is strong communication going forward about the ongoing work of the portfolio. It will be especially important to engage the undergraduate and graduate student unions, residence council, student societies in Faculties and Schools, as well as the Deans and Associate Deans. There is also a need to enhance communications and relationships between the staff and leadership across the campuses and to fully support the operations of the portfolio.

The panel noted a lack of clarity amongst those interviewed as to the aspects of the new role in relation to “responsibilities and expectations of this position on the academic side of the house” (p. 4). The panel’s suggestions included moving forward with the Undergraduate Council referred to in the original terms of reference for the position of Deputy Provost. This advisory Council should include representatives from Grenfell campus and the Marine Institute, as well as all Associate Deans (Undergraduate), but should be expanded to include others, such as the University Registrar, a representative of DELTS, and perhaps others.

In terms of recommended organizational change, the review points out that this would not be intended to “downsize the portfolio or reduce the number of positions nor... to expand the portfolio” (p.9) but such change should “help reduce the number of direct reports to the Deputy Provost, <and> take advantage of some synergies”(p.5). The reviewers also noted that “...we heard many of these suggestions from those with whom we met throughout our meetings. Many of these recommendations are in line with ideas that already exist here at Memorial.”

The following list summarizes specific suggestions by the reviewers concerning a possible restructuring on the St. John’s Campus. From statements in the report and debriefing discussions with the reviewers, it is clear that reviewers were aware of existing positive relationships between various student and academic services on the three campuses, the need for improved connectivity and dotted line reporting in certain areas, and the desirability of a reasonable degree of alignment in the administrative structures in academic and student services on all campuses.

- forming a student services unit that would include many parts now in the student success unit and some additional functions that would fit well in this area to provide ready access to a broad range of student services
- Consolidating what is now the counseling area and a separate health clinic and placing these under one director of a newly combined unit
- Consolidating scholarships and recruitment with the Registrar’s Office at the St. John’s campus and placing this under a newly developed role for the University Registrar
- Consolidating several existing units to create housing and ancillary services and placing this under a newly created director’s role
- finding a sustainable and effective structure for the division of co-operative education.

In addition, it makes sense to consider simultaneously the possibility of expanding the mandate of the career development and experiential learning unit to increase student public engagement opportunities and participation in alignment with Memorial’s new Public Engagement Framework.

The report concludes with several other more general suggestions, such as, setting up regular meetings between Deans and the Deputy Provost, initiating an Undergraduate Council, and fostering regular meetings between Registrars from the campus sites. For future consideration, the review panel suggests moving wherever possible to a “one stop shop” approach for students and toward some form of consolidation of academic support services.

Memorial University of Newfoundland - February 2013
Report to the Provost and Vice President, Academic, Dr. David Wardlaw

REVIEW OF THE STRUCTURE AND FUNCTION OF THE PORTFOLIO
Of The Deputy Provost (Students) – Associate Vice-President (Academic) Undergraduate Affairs

External Review Team

Heather Lane Vetere, Vice Provost, Students, Ryerson University
Tim Rahilly, Associate Vice President, Students, Simon Fraser University
Ann Tierney, Vice Provost & Dean of Student Affairs, Queen's University

Mandate

The team was invited to campus by David Wardlaw, Provost and Vice President, Academic to review the Deputy Provost (Students) – Associate Vice-President (Academic) Undergraduate Affairs Portfolio. Per the terms of reference provided by the Provost's office, "The focus of the review is the structure, functionality, and intra-operability of the suite of academic support units and student-oriented services on the St. John's Campus and on the connectivity of the units in the portfolio to, and inter-relationship with, academic units, relevant non-academic units, and other organizations outside the portfolio on all three campuses (St. John's, Grenfell, Marine Institute)."

The team was invited after the incoming Deputy Provost (Students) – Associate Vice-President (Academic) Undergraduate Affairs was hired but before she took up her post at Memorial. This is a new position for Memorial which combines more traditional student services that previously reported to a Dean of Student Affairs and Services, the Registrar's Office and other enrolment related services and a new mandate to play a role in undergraduate academic studies across the Faculties.

Site Visit

The review team visited Memorial University for 3 days and held 29 meetings. We met with the following individuals and groups as part of the review process:

Sandra LeFort, Acting Deputy Provost (Students)	Doreen Neville, Associate VPA
Tom Brophy, Director, Student Success	Glenn Blackwood, VP, Marine Institute
Kent Decker, VP (Admin & Finance)	Roxanne Millan, Dir. Academic Support Services
Deans' Council	Undergraduate Associate Deans
Reps. from Graduate Student Union	Reps. from MUN Student Union
Karen Hollett, General Counsel	Darrell Miles, Director, Facilities Management
Nancy Parsons, Dir. Housing, Food & Conf. Svcs.	Shona Perry-Maidment, Dir. Student Recruitment
Leslie Nofall, Registrar, Marine Institute	Sharon Nofall-Bennett, Registrar, Grenfell Campus
Angie Clarke, Director, Student Services, M.I.	Mary Sparkes, Manager, Student Affairs, Grenfell
Peter Rans, Director, Cooperative Education	Jennifer Browne, Dir. Career Dev. & Exp. Learning
Mary Bluehardt, VP, Grenfell Campus	Sonja Knutson, Acting Dir., International Centre
Norman Lee, Student Health Service	Peter Cornish, Dir. University Counselling Centre-
Reps. from GC Union	Reps. from Marine Institute Student Union

Wayne Rose, Dir. Finance and Operations
Cathy Morris, Sexual Harassment Officer
Cecilia Reynolds, Deputy Provost
Grant Gardner, AVPA (written submission)

Greg French, Student Code of Conduct
Morgan Cooper, Director, Faculty Relations
Provost and AVPA Council

General Impressions

We greatly appreciated the willingness of the people that we met to be open and helpful in answering our questions throughout our visit to Memorial. It is very clear that Memorial benefits from very dedicated and hard-working individuals who are committed to the institution and the success of Memorial students. We were impressed by the professionalism of the staff we met and the broad range of programs and services offered for students in the former student affairs and services portfolio as well as the enrolment related portfolios. We were also very pleased to see the willingness of the academic departments to work with the new Deputy Provost for the benefit of the entire student learning experience.

There is and has been a great deal of change in many areas of the campus including the highest leadership that have created some confusion and have required adjustments. The people we met with seem open to change but are also craving some stability. It is our hope that, once the Deputy Provost is in place and some of the recommendations here are attended to, the stability and clarity that people desire can be achieved so that the focus can be the best interests of the students at Memorial.

Opportunity to connect the academic and student affairs parts of the institutions

Through the development of this position Memorial University has created a wonderful opportunity for building connections between the academic and student support side of the institution to promote and achieve student success. Along with this great opportunity there is also concern from some that this portfolio is far too large and diverse for one person to manage. We think it can be managed and the potential of this position realized if organized properly to ensure that the Deputy Provost has a strong focused leadership team reporting directly to her office.

It will be very important for the institution to give sufficient time and support to the Deputy Provost to build the connections across the institution and realize the promise of this position and opportunity.

Issues Identified

Communication and Consultation

We heard many concerns mostly from those in academic leadership roles and from student leaders about the consultation and communication around the development of this position and many other recent changes at Memorial. There was some suggestion that the meetings with the review team felt like “after the fact” consultation to justify a decision already made and not an opportunity for real input. We only highlight these issues here to encourage the Provost and the Deputy Provost to take some early steps to address this confusion and to ensure that there is strong communication going forward about any changes and the ongoing work of the portfolio. It will be especially important to engage the

undergraduate and graduate student unions as well as the Deans and Associate Deans in early discussions about the goals and priorities for the new Deputy Provost.

Size and Scope of the Portfolio

In our initial review it is obvious that this is a very large and diverse portfolio. At many institutions the activities in this portfolio are managed by two positions most commonly a Vice Provost, (Students) or Associate Vice President (Student Services) with responsibility for a broad range of student and enrolment services and a Vice Provost, (Academic) or Associate Vice President (Academic) with responsibility for process related to academic program and curriculum review, academic policy review and learning and teaching priorities. At some institutions there are more senior positions reporting to the provost. We note at Memorial there are two other Associate Vice Presidents Academic, one with responsibility for planning and the other for faculty affairs. While there are some similarities in the organization of academic leadership positions across Canadian Universities we appreciate that there are always differences that are important to or peculiar to the needs of each university. Our mandate is not to suggest how the Provost office should be organized but rather to indicate that we heard some confusion about the breadth and mandate of the role that could benefit from some clarification.

We heard again and again throughout our meetings that people can't understand how "one person can do all of this". It is clear to us that if the new Deputy Provost is going to be successful in this role **there will need to be some consolidation of units reporting to a smaller number of senior leaders who report directly to the Deputy Provost.** It strikes us that the current number of direct reports to one senior member of the Provost's team is not manageable or sustainable.

Managing the traditional "Dean of Students" activities

All senior Student Affairs Officers at Canadian universities are all experienced with the kinds of complex and challenging issues that can present with respect to individual students such as behavior impacted by mental health issues, student crises issues, and complaints from students, parents and community members (that are often made directly to the President's office and find their way to student affairs). We heard from student government leaders and others that's since the change in the portfolio it is unclear who at Memorial would be the "go to" person in the event of student crisis. Given the breadth of the Deputy Provost portfolio, it is unlikely that these cases could be handled by this position (though this position would have ultimate responsibility for ensuring they are handled) In many universities the kinds of issues we are referring to here are handled by a Dean of Students type of position or a Director of Student Services reporting to a Vice Provost. While we are not recommending the reinstatement of the Dean of Student Affairs and Services position as it was formally constituted, it is **essential that the Deputy Provost has a strong leader in the area of student affairs who can manage these issues well in partnership with the appropriate campus partners and can brief and involve the Deputy Provost accordingly.** We are suggesting that the Student Affairs areas report to an Executive Director of Student Services who would serve as this senior leader in the portfolio. This would also assist in reducing the number of direct reports to the Deputy Provost.

Clarity related to AVP, Academic activities

It appeared to us that most people with whom we met had a good understanding of the nature of the Deputy Provost aspect of the role as it related to overseeing the units listed in the draft organizational chart provided (i.e., student services, enrolment services, etc.). Where there appeared to be less clarity is in an understanding of the role as it relates to the AVP, Academic Undergraduate Affairs part of the position. It is our understanding that this part of the portfolio is brand new and was created to fill a pre-existing gap in the Provost's office. As a result some uncertainty, confusion, and possibly anxiety among stakeholders was not unexpected. It is important that this part of the portfolio be developed in collaboration with stakeholders representing the various Faculties, Schools and Campuses in gradual fashion.

We are aware that there is a draft terms of reference for an Undergraduate Council that would be chaired by the Deputy Provost and will include the Associate Deans and a representative from the Marine Institute and Grenfell Campus. As this council will address undergraduate studies issues, we would suggest that this council also include two senior positions reporting to the Deputy Provost to ensure good collaboration on issues that intersect all aspects of the undergraduate experience. We would suggest that **the Undergraduate Council should include the University Registrar/Secretary of Senate and the Executive Director, Student Affairs** (a position proposed in the section above). We also heard a great deal about the expansion of distance learning at Memorial under a division called DELTS and we would suggest that the director of DELTS also be included. There may be others but the idea is that those units that directly impact the undergraduate student learning experience should have a forum to discuss issues such as enrolment planning, student progression, learning support, program and curriculum innovation etc.

It would be helpful if the community was provided with **some clarity around the responsibilities and expectations of this position on the academic side of the house** beyond the oversight of the operational units already assigned to the portfolio.

Graduate and Undergraduate Student Union Concerns

We heard some concern that graduate students may not see the role of this position and its portfolio as supporting graduate students particularly with the word "undergraduate" in the title. While it seems that the Deputy Provost (Students) part of the title relates to all students the addition of "and Associate Vice-President (Academic) Undergraduate Affairs" left some confusion as to which part of the portfolio was qualified by serving undergraduate students only. This issue is related to the concerns expressed by both undergraduate and graduate student unions as to who is their point of contact on issues of university policy and governance that affect students. There seemed some concerns that the relationship that previously existed between the student government and the former Dean of Student Affairs and Services would suffer under this new amalgamated portfolio. Further concern was expressed that issues of concern to student government would not be brought to the table of the most senior leadership group at the University: the President and the Vice Presidents.

The concern seemed to be heightened by the moving of the position to the Provost office from the space previously occupied by the Dean of Student Affairs and Service located in the University Centre.

We were impressed by the student leaders with whom we spoke and their commitment to the students they represent and to Memorial. We are confident that the new Deputy Provost can allay their concern both with respect to mandate for graduate student services and with respect to consultation and representation of student concerns. This should be an early priority for the new Deputy Provost.

Relationships with Marine Institute and Grenfell Campus

We had great discussions with the staff and students at the Marine Institute and Grenfell campus. The staff and the leadership of these campuses seem very clear on their roles and their relationship with units on the St. John's campus. It will be important for the Deputy Provost to ensure that she and her team work to maintain good relationships and open communication with their counterparts at the Marine Institute and Grenfell Campus.

The creation of a tri-campus council dedicated to student support/success that meets on a regular basis, and includes student affairs/services leaders and registrars from each campus, would go a long way to ensure that the relationships and communication channels remain strong. We would also suggest that the Deputy Provost would be well-served by making at least monthly visits to the Marine Institute and Grenfell campuses.

Operational Support for the Portfolio

The size and complexity of the portfolio is one that warrants a general support office for the Deputy that can oversee some of the overall administrative issues related to the operation.

There are currently finance and communication support positions that previously supported the Dean's office. There are also administrative supports related to IT and some finance support embedded in some of the larger units reporting to this position. The new Deputy Provost will need to ensure there is sufficient operational support to oversee the finance and communication needs across the breadth of this portfolio.

Recommended Organizational Changes

We have a number of suggestions for organizational change that will help reduce the number of direct reports to the Deputy Provost, take advantage of some synergies that make sense to streamline operations across the portfolio and serve to address some of the concerns related in the previous section of this report. Not surprisingly we heard many of these suggestions from those with whom we met throughout our meetings. Many of these recommendations are in line with ideas that already exist here at Memorial.

1. Move International Student Advising to the International Centre

It would make sense for the **International Student Advising Function to become part of the International Centre**. It is our understanding that the ground work for this change is already complete and that this is a recommendation that was made previously but not yet acted upon. We suggest that this change be implemented with the creation of a permanent leadership position for an International Centre that includes International Student Advising

2. Consolidate the Office of Student Recruitment with Admissions within the Office of the University Registrar

This is a very clear and obvious synergy since these units already work very closely together. Recruitment and Admissions operations live within the Registrar's portfolio at many universities and consolidating these units with one senior leader (the University Registrar) reporting to the Deputy Provost will assist in the reduction in the number of direct reports. We recommend the **movement of the Office of Student Recruitment to the Registrar's Office** organizationally. This will assist with seamless service to student from their first point of the contact with the university through to their registration and progression through their degree. We heard that international recruitment is a priority for the university and the disconnect between recruitment and admissions (which is currently housed in the Registrar's office with links to the Faculties) means that there can be delays in processing offers to international students. This puts Memorial at a competitive disadvantage compared to other universities recruiting internationally.

3. Move the Scholarship, Awards and Financial Aid operation to the Registrar's Office

The Scholarship and Awards office should be aligned organizationally with Recruitment and Admissions in the Registrar's Office. All three units: recruitment, admissions, and scholarships & awards work with applicants and prospective students. The work of these units should be coordinated and live within the same unit within the university. An effective part of an enrolment management strategy is to coordinate offers of admission with scholarship offers. Moving the awards office to the office of the University Registrar will assist with this priority. We appreciate that the scholarship and awards office also deals with upper year students, most awards relate to the academic performance of students and all records related to academic performance reside in the office of the Registrar. It would seem that processing of awards would be more efficiently done in the office that has responsibility for the student record.

4. Create a consolidated ancillary unit within the Deputy Provost's portfolio – Housing, Food, Conference Services, University Centre Food Court, Bookstore

Some people we interviewed thought the facilities side of housing, food and conferences should not be part of the Deputy Provost portfolio or indeed if any ancillary services should reside in this portfolio as opposed to the finance and administration portfolio. We are strongly of the view that these particular ancillaries should be maintained within the Deputy Provost portfolio. There are many examples where the full operation of student housing and food lives within student affairs. Ancillary units that are mostly funded through student fees allow for the reinvestment of any surpluses into programming that supports student success. The student experience at university and especially in residence is a very holistic one. The programming, cleanliness of the washrooms, heat in the rooms, and what is available for dinner is all part of their living and learning experience for students.

It is in the best interest of the Deputy Provost to maintain operation of these ancillary services that are designed mainly to serve students. They are key aspects of the student service offerings that an institution provides and should remain in the part of the organization that is dedicated to overseeing student affairs and services. These units do require financial leadership as well as leadership with a keen understanding of student services. **It would be appropriate to consolidate these ancillary units under the leadership of one senior leader reporting to the Deputy Provost.** It is possible that the currently vacant position of Director, Housing, Food & Conference Services could be reimagined under the title Director, Housing & Ancillary Services.

We understand that in 2006 Memorial undergraduate students union (MUNSU) transferred management of the food court in the University Centre as well as the University Bookstore to the university due to substantial debt affiliated with the University Centre. We understand that these units have now been managed in such a way that the debt will be repaid early and the continued management of the units in the Deputy Provost portfolio will ensure any potential surpluses could be reinvested in programs, services, projects or initiatives that directly or indirectly support student success and wellbeing. MUNSU clearly indicated that the services were transferred with an understanding that they would remain in student affairs and it is our recommendation that it would best serve the university if this management was maintained.

5. Bring the Student Health Services under the umbrella of Counselling, Health & Wellness

As has been a trend at many institutions to better build partnerships between units dedicated to the health and wellness of students, we would suggest that **organizationally the Student Health Service be consolidated with the University Counselling Centre.** This will reduce direct reports to the Deputy Provost and allow for more synergy in managing the care of individual students. We would suggest that there be **one Director of Counselling, Health & Wellness** and that the Medical Director of the Student Health Service serve as an advisor to the senior administration on student medical issues as appropriate.

6. Create a dedicated Student Affairs unit

We were very impressed by the work within the units of student affairs and the work was noted by many others with whom we spoke. While many positive comments were made, in particular

the student employment program MUCEP was cited by many as an excellent experiential learning initiative. Many spoke of the long standing and excellent advocacy work within the former Dean's Office, and the generally excellent services addressing student transition, leadership and support. In order for the Deputy Provost (Students) – Associate Vice-President (Academic) Undergraduate Affairs to be successful, this work must continue.

A number of the units that were previously in the Student Affairs and Services unit should remain connected under the umbrella of student affairs. This will allow some consolidation of direct reports under a Senior Leader who would report to the Deputy Provost. **We are suggesting that an Executive Director of Student Affairs position be filled with a strong and experienced student affairs leader.**

We would suggest that the units that should report to the Executive Director, Student Affairs be as listed below:

- Career Development & Experiential Learning
- International Centre
- Answers
- Aboriginal Resource Office
- Student Code of Conduct
- Student Advocacy
- Student Engagement

7. Cooperative Education

A recommendation with respect to Cooperative Education is challenging, as there appears to be no elegant solution related to its placement within the organization. At Memorial there are both small and large Coop programs. The Engineering Coop program is mandatory and is anticipated to expand significantly. The other programs are smaller in size, and include some Faculties where central support is necessary to advocate and grow Coop offerings. It did become clear to us throughout our conversations about this Coop at MUN that change was necessary and the status quo is not a viable option moving forward. Some options to consider:

- a. That Responsibility for the Engineering Coop program be given to the Faculty. In order to manage the remaining Coop programs the responsibility could be given to Career Development & Experiential Learning. This would require an additional position in this unit that could be titled Program Manager, Cooperative Education.
- b. That all CECs be subsumed under their respective Faculties, or
- c. That the Deputy Provost and Provost spend more time reviewing the needs and develop an appropriate approach that would meet the needs of Coop at MUN.

Net change in positions with recommendations

We know that this exercise is not one intended to downsize the portfolio or reduce the number of positions nor is it intended to expand the portfolio. We also know that individual institutions have their own budget and staffing structures and that any new positions need to be considered within a context of the overall university needs and budget. The combination of recommendations made here if followed might eliminate some existing positions; it could also add or repurpose other positions. Of course it is not our task to assign individuals to any positions and that would need careful consideration to ensure that individual strengths are being utilized.

Under our recommendations it is possible that the following leadership positions could be eliminated or replaced by other positions (it is very important before this report is appropriately communicated and/or made public that decisions be made regarding the status of individuals in these positions and that plans be communicated to these individuals):

Director, Student Success Programs
Director, Finance and Operations
Director, Co-op Education
Associate Director, Co-op Education
Director, Housing, Food and Conferences
Director, University Counseling Centre

Leadership positions that could be created*:

Executive Director, Student Affairs
Director, Office of the Deputy Provost
Director, Housing & Ancillary Services
Program Manager, Cooperative Education
Director, Counseling, Health & Wellness

** Note: the position titles used here are notional and not derived from MUN's position classification system; the actual position titles and levels for any new position would be developed in collaboration with the Dept. of Human Resource using MUN's job evaluation system and process.*

Suggested Strategies for Success

Our consultations and meeting revealed several issues that the community would like the Deputy Provost to put on her list of items to begin addressing immediately. We have summarized the issues that seemed to be in greatest need of attention. These include:

- Ensure that the Deputy Provost develops a plan for regular meetings with each Dean to develop relationships and lines of communication.
- Invest the time and access the existing portfolio expertise and outside expertise to sort out the division of responsibility for student behavior in the residences between housing and the

student code. It is very important that the university find a good balance in dealing with student conduct between the management of risk and legal concerns and the need for education and student development. There seems to be a need to determine what discipline in residence can be managed in residence based on housing rules and the code and what more serious concerns that should be handled strictly under the student code of conduct. Many universities have developed strong codes and good processes for addressing student behaviour within an educational setting. We understand that a new code is in development and we would suggest that the Deputy Provost seek internal and external expertise to finalize the new Code and a process for managing cases that well serves both students and the university.

- The Deputy Provost should work to reassure student leaders that their concerns and issues will be heard at the most senior levels of the administration. The Deputy Provost should also identify who will have primary responsibility for the portfolio's relationship with the student unions – we would suggest that this could be the Executive Director, Student Affairs.
- The Deputy Provost should look into the origin and approval process for recruitment advertising particularly in the marketing of distance education based on concerns raised by the faculties. For example we heard that Associate Deans were seeing or hearing confusing advertisements for programs and study options.
- The Deputy Provost should finalize the membership and terms of reference for the Undergraduate Council, should communicate the terms to members and initiate meetings as soon as possible. As recommended above the council should have a broader membership by selectively expanding it beyond just associate deans.
- We understand the university does not have a strategic enrollment plan or process with enrollment targets for each program. While we understand that Memorial is not funded based on enrollments, a clearly defined strategy with goals and targets will make the work of many offices (Student Recruitment, Admissions, International Centre, etc.) more focused and aligned with institutional priorities and provide the university with benchmarks to measure results. It will also help academic and student support units better plan resource allocations based on planned future enrolments. This work is something that could be a focus of the Undergraduate Council though it may be that a separate enrolment management committee needs to be formed by the Deputy Provost as enrolment management pertains to both graduate and undergraduate programs. We heard from some deans and others about centralized and decentralized recruitment activity. Some recruitment is done by faculties, some by the recruitment office, some by DELTS and some by the other campuses. Memorial will need to decide what recruitment model best serves its needs but even if recruitment is to be done by different units it should fall under the umbrella of an overall recruitment strategy so that each unit knows what others are doing and so that the university can better leverage resources and not have parts of the university competing with each other.
- Memorial needs to ensure the creation of ongoing standing team that is responsible for bringing together appropriate individuals across campus to develop an appropriate response to the care and support for individual students displaying concerning behavior or individual students in crisis. We understand that there is an Assessment and Care Protocol team that has been ad hoc

team, to deal with any concerning behavior from any community member - it is important that this team and its processes be formalized.

- During the review we were made aware of a review of Athletics and Recreation soon to take place. If it has not already been considered, it would be useful for a representative from the portfolio of the Deputy Provost (Students) and AVPA (Undergraduate Affairs) be included to ensure that these programs and services are well integrated with other co-curricular offerings.
- We met with the Registrar at the St John's campus as well as the Registrars for the Marine Institute and Grenfell Campus. It appears there are no formal relationships among these offices, though the Registrar at St John's is ultimately responsible for the admission process and for the official student record and the student receives the degree from Memorial University. It is very important that there is clarity around the office responsible for the student record and its integrity. We note that the registrar on St. John's campus is typically referred to as the Registrar but in fact officially carries the title University Registrar. We recommend that the full title of the position and the designation Office of the University Registrar be used intentionally both in written correspondence and oral communications. This may be something that the Deputy Provost wishes to consider to ensure institutional clarity and responsibility while respecting the autonomy in some areas of the campus registrars. We are not suggesting a change in reporting structure (although a dotted line relationship would seem appropriate) though we suggest that the office of the university registrar convene regular meetings with the campus registrars.

Ideas worth future consideration

While they may not need to be attended to immediately, we do have some suggestions for areas that the Deputy Provost might be interested in exploring in future.

1. Creation of a one-stop shop

We heard that students at Memorial are shuttled between different offices for enrollment services which lives within the Registrar's Office and payment of student fees which lives in the Cashier's Office which is part of Financial Services. A future project for consideration may be the development of a one stop shop for all enrollment, advising and financial related services for students.

2. Consolidation of Academic Support Services for Students

We discovered that academic support services for students at Memorial are quite decentralized across the campus, for example learning skills supports live in counseling, the writing centre lives in the Faculty of Arts, etc. At many institutions all the academic support services or learning support services live within a unified unit, sometimes tied to a learning commons connected to the library. This might be an area for exploration in future.