



MEMORIAL UNIVERSITY OF NEWFOUNDLAND

ANNUAL REPORT

2008 – 2009

TABLE OF CONTENTS

Letter from the Chairman, Board of Regents.....	2
Institutional Overview.....	3
Mandate	4
Lines of Business.....	6
Core Values and Principles	7
Primary Clients and Vision.....	7
Mission.....	8
Strategic Issues	
Issue 1: Students	9
Issue 2: Research, creative activity and scholarship.....	19
Issue 3: Strategic direction of the province	31
Issue 4: Conditions for success	42
Conclusion	47
APPENDIX: Consolidated Financial Statements	



Board of Regents

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June 30, 2009

Honourable Darin King, M.H.A.
Minister of Education
Department of Education
Confederation Building
St. John's, NL
A1B 4J6

Dear Minister King:

In accordance with the Board of Regents' responsibilities under the *Transparency and Accountability Act*, I present the 2008-09 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:

1. Students
2. Research, creative activities and scholarship
3. Economic social and cultural needs of the province
4. 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,

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. Sir Wilfred Grenfell College in Corner Brook was established in 1975 to meet the demand for university education on the west coast. In 1995 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 the campus in Harlow, England, continue to educate and serve the people of this province.

In budget 2007-08, the provincial government announced plans to create more autonomy for Memorial's campus in Corner Brook, Sir Wilfred Grenfell College, by establishing it as a second university under a "Memorial University System" with its own executive, Senate and budget. The Department of Education and officials at Sir Wilfred Grenfell College continue the work to develop an implementation plan.

In June 2008, Gen. Rick Hillier, recently retired as Canada's chief of defence staff, was appointed as the university's new chancellor. Gen. Hillier is a graduate of Memorial and ardent advocate for the university. The formal installation ceremony will take place during Memorial's fall convocation in October 2008.

The table below provides detailed enrollment information for fall 2008 by campus, level, gender and status. [NB: The Marine Institute also provided short-course industry training to almost 8,000 clients during the year.]

Fall 2008

Campus	Undergraduate/Diploma			Graduate			Grand Total
	Female	Male	Total	Female	Male	Total	
St. John's	6608	4427	11035	1325	1068	2393	13428
Full-time	6092	4238	10330	709	690	1399	11729
Part-time	516	189	705	616	378	994	1699
SWGC	665	372	1037	0	0	0	1037
Full-time	634	350	984	0	0	0	984
Part-time	31	22	53	0	0	0	53
Marine Inst.	222	748	970	9	13	22	992
Full-time	141	528	669	5	6	11	680
Part-time	81	220	301	4	7	11	312
Distance	872	545	1417	0	0	0	1417
Full-time	131	92	223	0	0	0	223
Part-time	741	453	1194	0	0	0	1194
Nursing Schools	646	60	706	0	0	0	706
Full-time	626	59	685	0	0	0	685
Part-time	20	1	21	0	0	0	21
Grand Total	9013	6152	15165	1334	1081	2415	17580

In 2008-09 Memorial employed just over 5,800 faculty and staff across its three campuses as shown in the table below:

01-Apr-08

Campus	Faculty			Staff			Grand Total
	Female	Male	Total	Female	Male	Total	
St. John's	420	690	1110	2203	1918	4121	5231
Full-time	402	670	1072	1284	1245	2529	3601
Part-time	18	20	38	919	673	1592	1630
SWGC	30	65	95	95	61	156	251
Full-time	29	65	94	80	54	134	228
Part-time	1	0	1	15	7	22	23
Marine Inst.	36	179	215	82	91	173	388
Full-time	34	153	187	75	74	149	336
Part-time	2	26	28	7	17	24	52
Totals	486	934	1420	2380	2070	4450	5870

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 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.

To undertake the changes contemplated for Sir Wilfred Grenfell College there will have to be amendments made to The Memorial University Act. Those amendments had not been finalized during the period of the 2008-09 annual report.

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 Botanical Garden, 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, 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 registrar 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 AND VISION

A. PRIMARY CLIENTS

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

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

B. 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 services
- 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 1: 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 while attending the university, and afterwards, 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 2008-09: By March 31, 2009, Memorial University will have enhanced select services to students and improved enrolment.

Measure: Services to students and enrolment enhanced

Indicator: Improved student success and retention

In 2008-09, Memorial University improved student success and retention in a variety of ways:

- **Increased emphasis placed on improved retention, time to graduation and completion rates at both the graduate and undergraduate level**

The following information outlines progress towards achievement of this target:

- Memorial participated in the National Survey of Student Engagement (NSSE). The survey obtains, on an annual basis, information from hundreds of four-year colleges and universities Canada-wide about student participation in programs and activities that institutions provide for their learning and personal development. The results provide an estimate of how undergraduates spend their time and what they gain from attending college. Memorial uses the data to identify aspects of the undergraduate experience inside and outside the classroom that can be improved through changes in policies and practices more consistent with good practices in undergraduate education.
- Subsequent review has determined that the time to graduation and completion rates are not a significant issue at the graduate student level, therefore Memorial did not pursue activities at the graduate level on this indicator.
- **Enhanced supports for non-traditional learners who will comprise a more significant proportion of our total enrolment in the future**

The following information outlines progress towards achievement of this target:

- The largest group of non-traditional learners are students attending Memorial by distance. A significant enhancement of the support for these learners was accomplished when Memorial's Distance Education and Learning Technologies became the first distance education unit in Canada to be certified to the International Organization for Standardization (ISO), achieving ISO 9001:2000 Quality Management System designation. The designation enhances management and service-delivery systems to distance students, many of whom are non-traditional learners accessing courses at home.

■ **Improved overall performance in introductory English and mathematics courses as a foundation for academic success**

The following information outlines progress towards achievement of this target:

- Memorial's Math Learning Centre (MLC) delivered mathematics remediation programs, working with incoming and more senior students to mentor, provide tutoring and upgrade skills. The MLC has become a model for such programs across the country and a similar initiative was introduced in Saskatchewan this year with the assistance of Memorial's mathematic department. The support the centre provides has resulted in improved performance of students at the entry mathematics levels. Similar support services for new students in English, especially in composition, were provided this year through the work of the Writing Centre in the Faculty of Arts, however the performance of students in introductory English was comparable to past years.

■ **Enhanced career development services at the graduate and undergraduate levels**

The following information outlines progress towards achievement of this target:

- This year Memorial again participated in a national internship program for graduate students and postdoctoral fellows that connects companies and organizations with research expertise at Canadian universities. ACCELERATE connects university research expertise with the community. The provincial department of Innovation, Trade and Rural Development contributed \$650,000 to the initiative this year. ACCELERATE is a program managed by MITACS Inc. Under the ACCELERATE program a wide variety of research projects are eligible for funding, including manufacturing, technical innovation, social sciences, information technology, ocean technologies and much more. Research projects included internships focused on ocean technology, robotics for the mining industry, the North Atlantic fishery, modeling climate change on the Lower Churchill, researching public attitudes about managing the coyote population and looking at the impact of participatory ergonomics on the health and safety of fish plant workers.
- Women in Science and Engineering (WISE) Student Summer Employment Program (SSEP) offered an eight-week summer internship for Grade 11 female students from across the province this year. It matched students with researchers undertaken at the university. Students involved gained first-hand work experience in fields of interest, while professors availed of assistants to help further their research. This year marked the 20-th anniversary of this successful program.
- Employers from across Canada came to meet the Marine Institute's outstanding students, graduates and alumni at the seventh annual Marine Institute Career Fair in February. Students looking for future employment networked with employers from the marine transportation, ocean technology, aquaculture and food sectors as more than 39 exhibitors and presenters participated. This year's fair was the largest and most successful to date.

■ **Increased academic support, advising and counseling**

The following information outlines progress towards achievement of this target:

- Students searching for information at Memorial were given a new interactive tool literally at their fingertips with the introduction this year of Munlive, a free instant chat service that allows new and prospective students to connect with a Memorial representative in real time on the Internet. The application is similar to other web-based instant messaging programs which allow users to chat immediately with others. It is a collaborative project between Memorial's Academic Advising Centre, the Office of Student Recruitment and the School of Graduate Studies.

- In March 2009 Memorial became the first Canadian post-secondary institution to participate in GradShare, an interactive web-based program allowing users to ask and answer questions in various forums. The website is similar to Yahoo! answers. Students learn more about research, thesis writing, career planning, teaching, funding and work-life balance. The service is the brainchild of the U.S.-based company ProQuest, which offers the same service to American universities and colleges. The program is being administered at Memorial by the School of Graduate Studies as well as the Queen Elizabeth II Library.

Indicator: Increased enrolment

In 2008-09, Memorial University continued its efforts in enrolment management in a variety of ways:

- **Increased number of students from under-represented segments of the provincial population such as adult learners and aboriginal students**

The following information outlines progress towards achievement of this target:

- Memorial's Distance Education and Learning Technologies (DELT) experienced increased registrations in both undergraduate and graduate courses. Collective distance education registrations totaled 5,907 for the fall 2008 semester, an overall 13.1 per cent increase over 2007. Undergraduate distance education course registrations were up 12.8 per cent in comparison with the same time last year, led by a 41.4 per cent increase in the Faculty of Science, followed by increases in Engineering, Nursing and Arts registrations. Graduate course registrations also increased by 15.6 per cent over the same period, led by Human Kinetics and Recreation. Increases in Social Work and Nursing registrations follow, with Education numbers remaining the same. Many of the students who study by distance are adult learners, especially teachers, nurses and other professionals in rural areas of the province completing educational upgrading and graduate studies. Similarly, students in aboriginal communities that are removed from the locus of Memorial's campuses utilize distance education services.
- The overall enrolment of adult learners increased by 2.36 per cent in Fall 2008 to 4,559 (from 4,454 in 2007). All of this increase was in part-time studies.
- The number of students enrolled in life-long learning programs decreased from 191 in Fall 2007 to 178 in Fall 2008.
- The number of aboriginal students enrolled increased by 30.6 per cent between Fall 2007 and Fall 2008. On the face of it, this indicates a significant increase. However, this is more likely a result of new practices regarding aboriginal student enrolment procedures. The Registrar's Office first started asking aboriginal students to self-identify on its 2006 application form. It is anticipated that over the next number of years the enrolment stat for aboriginal students will probably increase steadily as more eligible students self-identify. However, the actual number registered remains small (157 in 2007; 205 in 2008).

- **Increased graduate student enrolment at all campuses so that the proportion of graduate students to undergraduate students is similar to comparable institutions**

The following information outlines progress towards achievement of this target:

- In terms of graduate enrolment there was an increase of 4.9 per cent this year (from 2,302 to 2,415). This growth, in concert with a slight drop in undergraduate enrolment, improved the ratio of graduate students to undergraduate slightly. The trend is expected to be continued growth in graduate student enrolment. Whether the proportion of students changes in future will be dependent on how

undergraduate enrolment figures change. At this time, graduate studies are offered only on the St. John's campus, although Sir Wilfred Grenfell College in Corner Brook does intend to introduce graduate programs in the coming years as part of its plans.

- The percentage of grad students compared to undergrad students was 17.43 per cent in Fall 2008 compared with 15.70 per cent in Fall 2007. For comparable Canadian universities, the percentage of graduate student populations to undergraduates for Fall 2008 ranges from 30.83 per cent (Dalhousie) to 11.71 per cent (Guelph).

■ **Increased the number of international and out-of-province students enrolled at Memorial**

The following information outlines progress towards achievement of this target:

- Canadian out-of-province enrolment continued to increase between 2007 and 2008 (from 2,081 to 2,279), while international and Newfoundland and Labrador (NL) enrolment declined (international 568 to 543; NL 12,138 to 11,655).
- The significant increases in out-of province enrolment are largely due to enhanced marketing and recruiting efforts, plus tuition fee advantages over other jurisdictions.
- The decline in domestic enrollment was anticipated largely because of demographic changes and a declining school-age population in Newfoundland and Labrador.
- The slight decline in international enrolment is considered a statistical anomaly that should correct itself in coming years. Recruitment efforts continue to focus on markets where there is strong interest in Memorial's programs.

■ **Enhanced collaborations with College of the North Atlantic to bring more educational opportunities to its campuses across the province**

The following information outlines progress towards achievement of this target:

- Memorial enhanced collaborations by partnering with College of the North Atlantic Post-secondary to offer a Virtual Job Fair in March 2009. Students from across the province learned how to prepare professional resumes, fine-tune cover letters and to view and apply for jobs online, connecting with potential employers. The Virtual Job Fair offered distance education students, in particular, a service equivalent to that of the annual Career Fair that Memorial hosts every year at its Field House and the fair that CNA hosts at the Prince Philip Drive campus.
- Students are taking Memorial University courses at College of the North Atlantic campuses throughout the province. In many cases they can complete most or all of the second year of programs at the CNA campuses under an articulation agreement before transferring to one of Memorial's campuses in St. John's or Corner Brook.

■ **Increased recruitment activities in local, out-of-province and international markets**

The following information outlines progress towards achievement of this target:

- For detailed information regarding recruitment marketing initiatives, see ISSUE 4, Goal 8 of this report.
- For Fall 2008 (compared to 2007), there was a decrease of 2.1 per cent in undergraduate enrolment (from 14,789 to 14,477).

■ **Increased number and size of undergraduate scholarships and increase number of renewable entrance scholarships**

The following information outlines progress towards achievement of this target:

- Recruitment success this year meant more family doctors for the province. Seventeen new family physicians began practice, many in rural areas including Happy Valley-Goose Bay (two), Port aux Basques (one), Baie Verte (one), Bonne Bay (one), Twillingate (one), Gander (one), Spaniard's Bay (one), Paradise (one), Conception Bay South (one), Mount Pearl (one), St. John's (five), and Torbay (one). All of these physicians received family practice bursaries to study at Memorial, a primary recruitment tool for the province which sees a physician providing one year of service for every \$25,000 bursary received. These bursaries are part of the provincial government's \$6 million annual investment in physician recruitment and retention initiatives.
- Fourth-year PhD Biology candidate Robyn Auld was one of three Atlantic Canadian recipients of the 2008 Graduate Student Award of Merit from the Senior Women Academic Administrators of Canada. Given annually to women graduate students who have demonstrated outstanding leadership in the university or general community while maintaining exemplary academic records. Ms. Auld is currently researching the life history of the hairy chinch bug, a common lawn pest in Newfoundland and Labrador.

SUMMARY

Memorial's goal continues to be increased 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. The aboriginal students issue is one example of this. Aboriginal student will have to graduate high school in greater numbers and with higher levels of academic achievement before Memorial's enrolment will be impacted to any great extent by this group.

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

Indicators:

- Enhanced enrolment.
- Enhanced student services

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 2008-09: By March 31, 2009, Memorial University will have increased and enhanced select academic program offerings and ensured that they are responsive to students.

Measure: Course offerings and programs expanded, delivery methods made more responsive to the needs of students

Indicator: Teaching and learning environment

In 2008-09, Memorial's students excelled in activities that enhanced their academic experiences and brought significant positive attention to the university and to the quality of its programs. Extracurricular activities that enhanced student's learning experiences were supported and promoted by the university. Memorial's professors were also recognized nationally and internationally for the quality of their teaching.

■ **Increased support of innovations and improvements in teaching and program delivery, including flexible modes of delivery**

The following information outlines progress towards achievement of this target:

- Applicants to the School of Music can now complete music theory tests online, thanks to a partnership between the school and Memorial's Distance Education and Learning Technologies (DELT). The program won a national award from the Canadian Network for Innovation in Education (CNIE).
- At Grenfell College, Student Services and the Grenfell College Student Union staff collaborated on a student orientation program called "Be a Part from the Start." The program focused on welcoming all new students to the Grenfell community and included information sessions (Grenfell 101), campus tours, free swims, free ice skating, a sexual health night, a dance party, barbecues, dodge ball, a boat tour and a trip to Gros Morne. It also featured a Non-Traditional Student Orientation for students who are 24 years or older, single parents, had an interrupted education, are married, are without high school diplomas, have dependents, work full-time, are financially independent or are part-time.
- The provincial government invested \$1.5 million in support of distance education courses and programs at Memorial this year. The funding supports 72 new distance education courses over the next three years, in addition to DELT's development of 60 more courses from its existing operating budget over the same period. Memorial University's distance education capabilities make it the largest among Canadian comprehensive universities. Memorial currently offers over 350 undergraduate and graduate degree courses from 10 faculties and schools.

■ **Improved and expanded teaching and learning space**

The following information outlines progress towards achievement of this target:

- For information on infrastructure improvements, see ISSUE 4, Goal 7 of this report.
- In June, the Marine Institute officially opened its new Immersion Presents Theatre, the only one of its kind in Canada. Immersion Presents offers students the opportunity to explore the advanced technologies being used in ocean activities and showcases the career opportunities that these technologies can afford them.

■ Enhanced supports for teaching development

The following information outlines progress towards achievement of this target:

- Memorial professor Dr. T.A. Loeffler was named as recipient of a prestigious 3M National Teaching Fellowship. Dr. Loeffler, a professor in the School of Human Kinetics and Recreation, is one of just 10 Canadians to receive the 3M Fellowship this year. The award celebrates excellence in teaching and educational leadership at the post-secondary level. This is the eighth time that a Memorial University professor has been honoured with this award. The other recipients were: Dr. Geoffrey Rayner-Canham in 2007, Dr. Georg Gunther in 2005, Dr. Andrea Rose in 2004, Dr. Alex Faseruk in 2003, Professor Shane O’Dea in 2002, Dr. Michael Collins in 1998 and Dr. Penny Hansen in 1990.
- Dr. Cheri Bethune, Discipline of Family Medicine, received a 2008 Certificate of Merit from the Canadian Association of Medical Education (CAME). These certificates are awarded annually to promote, recognize and reward faculty committed to medical education in Canadian medical schools.
- In a record-breaking achievement, this year the Royal Society of Canada (RSC) named three Memorial University professors to the society. Out of the 12 new fellows for 2008 from the English Division of Humanities within the RSC, three are from Memorial. No other university in Canada has this many fellows within this division this year and Memorial has never had this many new fellows in one year. Election to the RSC is considered the highest academic honour in the country. Dr. Gerald Pocius, university research professor who is cross-appointed in Archaeology and Folklore; Dr. Beverley Diamond, director of the Music Media and Place (MMAP) Research Centre and Memorial’s Canada Research Chair in Ethnomusicology; and Dr. David Bell, university research professor and member of the Religious Studies department, were named to the prestigious society.
- Prof. Peggy Coady, director of graduate programs in the Faculty of Business Administration, was awarded the Dr. J. Pierre Brunet Coach Award at the John Molson MBA Case Competition. The award, which was established in 2006, recognizes outstanding leadership, ongoing support and contribution to the betterment of the competition. Prof. Coady has a long history with the John Molson MBA International Case Competition. As a student, she was a member of Memorial’s 1996 championship team. She has been assisting or coaching nearly every year since. The John Molson MBA International Case Competition sees students analyzing and evaluating unpublished business cases using the skills, knowledge and experience they have acquired in their MBA program.
- In 2008-09 the administration concluded the first collective agreement with the newly certified Lecturer’s Union of Memorial University of Newfoundland (LUMUN). LUMUN represents per course instructors who teach roughly 300 course sections a semester.
- Memorial took steps to ensure that the Bachelor of Nursing (Collaborative) Program was awarded full, seven-year accreditation. This is the longest-term accreditation afforded Canadian schools of nursing. As well, the School of Nursing’s BN Post-RN program was accredited for seven years. The BN (Collaborative) Program is delivered at three sites in the province – the Western Regional School of Nursing in Corner Brook, and the Centre for Nursing Studies and Memorial’s School of Nursing in St. John’s. For this accreditation each site was assessed separately and all three were accredited. The accreditation was undertaken by the Canadian Association of Schools of Nursing (CASN), which accredits all nursing baccalaureate programs in Canada.

■ Enhanced experiential and co-operative education opportunities

Memorial ensured opportunities were available in 2008-09 for experiential and co-operative educational experiences. These opportunities were enhanced through a focus on real-life examples and participation in local, national and international competitions. Success is evidenced by the following:

- Memorial University students were named best in the world at a competition in Singapore in October, winning the gold medal at the 2008 Students in Free Enterprise (SIFE) World Cup. SIFE Memorial competed in regional and national competitions to win the distinction as Canada's representative in the international competition. The team highlighted six of their most successful projects, Launch Pad, Leading Ethically, Transatlantic Consultants, Flags, Think Green and Moulder of Dreams. Through these projects and 10 others, SIFE Memorial has reinvested more than \$1.4 million in Newfoundland and Labrador communities.
- This year was the most successful one in the history of the Faculty of Business Administration in terms of student business competitions. In addition to the SIFE success, student teams collected awards at various competitions across the country and around the world.
 - Memorial's MBA team finished in first place in the Dalhousie Credit Risk Case Competition.
 - Maria Smirnoff, a recent graduate, placed first as the lead forecaster in the Atlantic Canada Chartered Financial Analyst Forecasting Competition.
 - Memorial's undergraduate case team won silver in the John Molson School of Business Undergraduate Case Competition in February.
 - Undergraduate students placed third in the P&G Marketing competition held in Halifax in March.
 - Business students finished in second place in the Network of International Business Schools (NIBS) case competition in Coventry, England. NIBS is the oldest, international undergraduate case competition in the world. Teams are given a business case to analyze and present their results to a panel of judges. Two of the team members competed in the Intercollegiate Business Competition (ICBC) in January, where they also placed second.
- The Canadian Association of College and University Student Services recognized Adam Daniels, a third-year political science major and geography minor, for his outstanding contribution to the Memorial University community and for his interest in learning about and contributing to, the development of student services.
- Sylvia Reitmanova, a PhD student in the Division of Community Health and Humanities, was one of five Canadian graduate students to receive an inaugural Rising Star Award from the Institute of Health Services and Policy Research, Canadian Institutes of Health Research. The awards are given to students studying in the field of health services and policy research for demonstration of excellence in research and knowledge translation, the innovation of their work and the potential impact of their work within the field of health services and policy research.
- Second-year medical student Heather O'Reilly of Clarenville was named the Canadian Red Cross 2008 Young Humanitarian recipient for Newfoundland and Labrador. Ms. O'Reilly has had a keen interest in humanitarian issues since high school. Four years ago, Ms. O'Reilly established MUNHOPE at Memorial, an organization that aims to raise awareness and funds for global health outreach and provides opportunities for Memorial students to volunteer in developing countries.

- The Eastern Edge Robotics team proved once again they were the team to beat as they captured top prize at the 2008 Marine Advanced Technology Education International ROV Competition, held at the Scripps Institution of Oceanography–University of California San Diego in June. Eastern Edge finished first out of 25 teams in the Explorer (advanced level) class competition. The team was comprised of students from Memorial’s Marine Institute and Faculty of Engineering and students from College of the North Atlantic. It captured top spot in overall performance, and also for engineering evaluation, technical report and mission performance. The competition challenges high school and post-secondary teams to design, build, and operate a ROV (remotely operated vehicle) to perform a series of tasks like those performed by an ROV in an industrial setting.

Indicator: Program innovation and development

In 2008-09, Memorial continued to grow its program offerings and courses and made them available to a broad and diverse cross-section of students.

■ Assessed demand for programs from the perspectives of the university, the disciplines, students, employers and the province

Programs and demand were assessed in 2008-09 leading to the following program/course additions being approved by the university’s academic governing body, Senate:

May, 2008

- o Faculty of Arts – major program in Police Studies
- o Faculty of Engineering and Applied Science – major program in Process Engineering
- o Faculty of Medicine – master program in Public Health

October, 2008

- o Faculty of Science – doctoral Program in Environmental Science

November, 2008

- o Faculty of Engineering and Applied Science – master program in Applied Science in Oil and Gas Engineering
- o Faculty of Arts – doctoral program in Clinical Psychology (PsyD)

January, 2009

- o Faculty of Engineering and Applied Science – master program in Engineering Management

February, 2009

- o Faculty of Arts – major program in Communication Studies

- Adding to the comprehensive roster of online and distance education programs and courses, Distance Education and Learning Technologies (DELT) rolled out new online programs for Memorial’s fall 2008 semester. The new Memorial@Home programs include bachelor of arts, bachelor of arts (police studies), and master of physical education. The online master of physical education program is entirely new and was developed by DELT and the School of Human Kinetics and Recreation. Designed for practicing teachers, it is the first online Master of Physical Education program in Canada.
- The Faculty of Engineering and Applied Science created new programs at the undergraduate and graduate levels to meet the growing needs of the province. At the undergraduate level, a new undergraduate program in process engineering will be available to students starting in September 2009. Two new, course-based graduate programs for both full- and part-time students in oil and gas engineering and engineering management have also been approved for implementation starting in September 2009.

- A revitalized focus on client needs and a new organizational structure this year has led to a new identity for the P.J. Gardiner Institute and the Centre for Management Development. The two outreach units have long been the link between the Faculty of Business and the business community of Newfoundland and Labrador. Traditionally, the P.J. Gardiner Institute has offered small business support including business coaching, skills training and entrepreneurial research while Memorial's Centre for Management Development has helped individuals and organizations grow through a wide variety of professional development programs. In order to better meet the needs of clients, the CMD and PJG were consolidated into one new entity in 2008 called the Gardiner Centre. The focus of the Gardiner Centre remains true to that of the CMD and PJG; providing clients with the skills and knowledge needed to continue personal and organizational growth.

■ **Increased inter-disciplinary programs across faculties and schools at all levels**

The following information outlines progress towards achievement of this target:

- In February, Senate approved a new, interdisciplinary program, a major in Communication Studies in the Faculty of Arts. The program allows students and faculty to draw on a variety of approaches, theories, methods and other resources for analyzing communication in social, economic, political and cultural environments that are rapidly changing and becoming increasingly complex. The major in Communications Studies will be available to students starting in the fall 2009 semester.
- The Marine Institute added a new technician diploma in remotely operated vehicles in fall 2008. The two-year program is designed specifically for high school graduates who desire a career that combines engineering, technology, computer and science skills in an oceans environment.
- The Faculty of Arts, in partnership with the Division of Lifelong Learning, commenced offering a new program in conflict resolution consisting of a two-part, multi-themed program that leads to certificates in conflict studies.
- The Faculty of Arts at Memorial has also seen significant increases in its online registrations over the last year. In the past, distance education courses were available to supplement a bachelor of arts, but did not have all the components to fully complete a degree. This year, as a result of a collaboration between the Faculty of Arts and DELT, students are able to complete a bachelor of arts degree program entirely online
- In partnership with Memorial University's School of Nursing, the Distance Education and Learning Technologies (DELT) division and Eastern Health's Centre for Nursing Studies (CNS) are working to merge the CNS Nurse Practitioner diploma with School of Nursing courses for a transitional baccalaureate program. The new Bachelor of Nursing (Post-RN) Nurse Practitioner Primary Health Care option is designed to dovetail with the existing Bachelor of Nursing (Post-RN) program, and aims to prepare registered nurses to practice as primary health care nurse practitioners. The Nurse Practitioner – Primary Health Care option of the BN (Post-RN) program is a time-limited transitional program with two intakes. A full-time and part-time offering became available in September 2008 and a full time option will be offered in September 2009. The program is offered primarily through distance delivery, with a residency requirement in each semester. DELT, Memorial's distance education provider, is supporting this transition through web development and the service and delivery of these courses. The Bachelor of Nursing (Post RN) Nurse Practitioner Primary Health Care option can be completed as a two-year, full-time or four-year, part-time program. Once the transitional program is complete in 2010, it will subsequently be merged to create a Masters of Nursing program. This is in keeping with new national recommendations on nurse practitioner education entry-level qualifications, and with the Association of Registered Nurses of Newfoundland and Labrador (ARNNL) policy statement on nurse practitioner education.

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 financial support for national and international recruitment marketing initiatives, competition from other universities and changing demographics in Newfoundland and Labrador.

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

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

Indicators:

- Expanded course offerings and programs.
- Enhanced responsiveness to educational needs of students

ISSUE TWO: RESEARCH, CREATIVE ACTIVITY AND SCHOLARSHIP

Memorial University is committed to improvement in its research capability that enhances the economic, scientific, 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 will have improved its research profile.

OBJECTIVE 2008-09: By March 31, 2009, Memorial University will have improved its research focus on high-need research areas and expanded research collaborations and partnerships.

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

Indicator: Focus on high-need areas

In 2008-09, Memorial and its researchers continued their efforts to explore problems and develop new knowledge that addresses issues of specific relevance to Newfoundland and Labrador.

- **Enhanced thematic interests, as set out in Memorial's *Strategic Research Plan*, to recognize Memorial's strengths, support the needs of the province and embrace global opportunities**

The following information outlines progress towards achievement of this target:

- Memorial University played a role in a \$8.5 million project to develop a cod aquaculture demonstration farm in Newfoundland and Labrador. The project was announced at the university's

Ocean Sciences Centre (OSC). It is supported by the Government of Newfoundland and Labrador and the Government of Canada, through the Department of Fisheries and Oceans and the Atlantic Canada Opportunities Agency. Funding was provided to enable Cooke Aquaculture to grow cod from fry through to market size. The OSC is one of two organizations that provided juvenile fish for the project. The goal of the Cooke Aquaculture project is to show the technical and economic feasibility of cod farming in Newfoundland and Labrador. The OSC has been conducting cod aquaculture research and development for years and with this and other projects is putting the research into commercial use. Memorial's involvement in the project reaches many levels. Most Cooke Aquaculture managers are Memorial University or Marine Institute graduates. The project also provided numerous opportunities for students to learn and undertake research through work terms and job placements.

- Dr. Jane Green, a geneticist in the Faculty of Medicine, received a Knowledge Translation Award from the Canadian Institutes of Health Research (CIHR). Dr. Green started compiling pedigrees on families in Newfoundland and Labrador in which there was a hereditary loss of sight in the 1970s. Since then there has hardly been a study of human genetic disease in which she has not been involved in one capacity or another. Her seminal work on hereditary cancer in the province spawned several large grants and research projects. Equally important, it has saved lives, prevented suffering and significantly reduced the provincial health budget. The \$50,000 award enabled Dr. Green to visit all 28 hospitals in Newfoundland and Labrador to give presentations on the implications of genetics and hereditary diseases to health care professionals and the public, and to provide in-service teaching to public health nurses.

- Colorectal cancer researchers met in St. John's this year to review progress made by the Colorectal Cancer Interdisciplinary Health Research Team, a research project supported by the Canadian Institutes of Health Research and involving researchers at Memorial and the University of Toronto. The work resulted in the establishment of province-wide cancer registries in Newfoundland and Labrador and in Ontario resulting in families with high rates of colorectal cancer having better access to colorectal cancer screening. The meeting profiled the work of graduate students and trainees in the project in areas such as basic genetics, the effect of environment and diet, and the implications for clinical care and follow-up.

- This year Dr. Sukhinder Kaur Cheema, Biochemistry, undertook research that proves seal oil is far more beneficial than fish oil. The health benefits of fish oil are due to the presence of long-chain, omega-3 polyunsaturated, fatty acids. Seal oil, like fish oil, is also a rich source of omega-3 polyunsaturated fatty acids. However, seal oil contains high amounts of another omega-3 fatty acid that is high in mono-unsaturated fat, a "good" fat, while fish oil contains more saturated fat, a "bad" fat. The professor explored the possibility of beginning a clinical trial to test this theory on humans. She has presented her research at a number of conferences and hopes that this could lead to a positive economic benefit for the province, which has been challenged for its continuation of the annual seal hunt.

- The book, *Old-Time Songs and Poetry of Newfoundland: Songs of the People From the Days of Our Forefathers*, was given a second life thanks to Memorial. The 70-year old publication had originally been collected and distributed by businessman and folksong collector-Gerald S. Doyle in 1940. The book was the second in a series of publications issued by the distributor of pharmaceutical and home products that circulated free of charge throughout Newfoundland and Labrador. It was formally re-issued by the Department of Folklore this year. The Doyle songbooks offer a snapshot of the province's culture. The 1940s edition is a favourite since it includes songs such as *Jack Was Every Inch a Sailor*, *The Kelligrew's Soiree*, *The Ryans and the Pittmans* and *Anti-Confederation Song*.

- A professor of genetics at Memorial University discovered 45 genes involved in gaining weight. Dr. Guang Sun's research was published in January in the electronic version of the American Journal of Clinical Nutrition in a paper titled "Changes in the transcriptome of abdominal subcutaneous adipose tissue in response to short term overfeeding in lean and obese men." This paper is the first of its kind in the field of obesity study in the world. The findings are from a study in the laboratory of Dr. Sun that was funded by the Canadian Institutes of Health Research.
 - Cyr Couturier, research scientist with the Marine Institute's Aquaculture Program, was awarded the Newfoundland Aquaculture Industry Association (NAIA) Aquaculturist of the Year 2008 Award. The award was presented for his outstanding contributions to NAIA and the development of the aquaculture sector in the province.
 - Memorial University's C-CORE was honored with a 2008 Export and Innovation Award from the provincial government. C-CORE received the Distinction in Innovation Award that recognizes outstanding contributions to advancing the provinces' innovation culture. In addition, two Memorial-based student groups honoured with awards of merit: Students in Free Enterprise (SIFE) Memorial and Eastern Edge Robotics.
- **Enhanced research presence at Sir Wilfred Grenfell College, focusing on the strengths of the campus and needs of the region**

The following information outlines progress towards achievement of this target:

- In its new five-year 2008-2013 strategic plan Grenfell College identified research as a key goal. An expanded research agenda is considered a prerequisite to building capacity not only within the college but also as a driver for the regional economy. Grenfell College developed and enhanced research activities across its four divisions as well as within Western Regional School of Nursing. As well, scholars in fine arts researched issues that underpin the cultural industries of Newfoundland and Labrador. For example, Grenfell College faculty members participated in a CURA project that supports the social and cultural sectors of western Newfoundland. In addition, the level of internal and external research funding increased with the establishment of Grenfell's Research Office. Grenfell forged new partnerships and alliances that promote research that is relevant to local stakeholders. A number of promising proposals were advanced, most notably a Centre for the Study of Healthy Aging. To augment its current research capacity, Grenfell developed plans to introduce graduate studies on its campus.
- This research builds on a solid foundation for research growth at Grenfell College. Among the most noteworthy initiatives were the establishment of a Tier 2 Canada Research Chair in ecological economics, the development of an environmental policy institute and the establishment of the Humber Basin Research project. All of these projects continued to develop during 2008-09.

Indicator: Research Collaborations and Partnerships

In 2008-09, Memorial and its researchers continued their efforts to enhance collaborations and partnerships within and outside the university.

- **Enhanced organization of cross-disciplinary groups in the key thematic areas**

The following information outlines progress towards achievement of this target:

- Memorial University's research unit SafetyNet continued work to create a registry to help identify miners who may have developed asbestos-related diseases at the now-defunct Baie Verte Mine.

The Baie Verte Miners' Registry is a partnership between the Workplace Health, Safety and Compensation Commission, the Baie Verte Peninsula Miners' Action Committee and the United Steel Workers (USW). SafetyNet was contracted to design and implement the registry. Researchers will take 18 months to design the registry, contact and register as many former employees as possible and secure their employment and health data before handing the registry over to the commission. This is the first time in Canada that a registry for an important occupational disease has been undertaken in a collaboration including government, workers, the community and the university. It is fostering a clearer understanding of the health impacts of asbestos work and on the time-lag involved in health assessment since asbestos-related diseases have a long latency period.

■ **Increased local, national and international partnerships in areas of strategic interest**

The following information outlines progress towards achievement of this target:

- An alliance was formed between Memorial University, a St. John's company and a Boston company which will result in a diagnostic test, important to many in this province, being brought to the marketplace. Arrhythmogenic right ventricular cardiomyopathy (ARVC) is a deadly genetic heart condition that is prevalent in a number of Newfoundland and Labrador families. The genetic disease affects young people primarily and causes the heart to stop beating without warning. This year researchers at Memorial made a significant genetic breakthrough when they discovered the gene responsible for the disease. ARVC is one of 28 inherited diseases affecting Atlantic Canadians on which researchers at Memorial continue work to pinpoint genetic mutations. The genetic test for ARVC is being made available around the world. At the American Heart Association Conference in New Orleans in November, it was announced that the Newfoundland-based company, Newfound Genomics, will provide diagnostic services related to ARVC to Eastern Canada. The Boston-based company PGxHealth Ltd will provide the service to the rest of the world through its American-based testing centre and its global network of service providers. Newfound Genomics is the dominant private sector player in human genetics and genomics in Newfoundland and Labrador. It has entered into an agreement with the Genesis Group, Memorial's technology commercialization arm, to pursue a program of collaborative research and to bring the potential pipeline of promising discoveries to market. ARVC is the first technology to be commercialized.
- This year Memorial initiated the first Canadian-focused research consortium in the area of Learning Disabilities (LD). Dr. David Philpott, Faculty of Education, spearheaded the movement along with some local and national colleagues. Dr. Philpott forged a research partnership with every regional LD association, the national body, four universities (Calgary, Toronto, Ottawa and Memorial) and a team of researchers. The project was initiated with the help of a research grant from Memorial's Office of the President. The funds were donated for this purpose by The Henry Collingwood Foundation.

■ **Increased collaboration with researchers from outside the university (both public and private sector)**

The following information outlines progress towards achievement of this target:

- Educators and researchers from around the world gathered in St. John's this year to explore the impact of marine simulation training and research on the transportation industry. Memorial's Marine Institute hosted the 15th International Navigation Simulator Lecturers' Conference (INSLC) in July 2008. The conference promoted best practices in the use of navigation simulators in the training of nautical ship officers and masters, and in research. This is only the second time Canada has hosted the bi-annual conference since its first meeting in 1980. The 2008 conference included

representatives from maritime universities in Australia, Canada, China, Denmark, Germany, Ireland, The Netherlands and the United States.

- Memorial's Marine Institute and the University of Rhode Island (URI) conducted a week-long research expedition off the coast of Newfoundland in July. Researchers from both universities worked on-board to collect data along the southwest tip of the Grand Banks and in Placentia Bay. Using an autonomous underwater vehicle (AUV) and remotely operated vehicles (ROVs), researchers conducted side-sonar and sub-bottom scans to map the seafloor and study the unique geology. The team identified a number of sonar targets of interest to marine geologists and archeologists, including possible shipwrecks. The expedition was made possible with \$250,000 in funding from the Department of Innovation, Trade and Rural Development. The expedition was one of many joint initiatives resulting from the Marine Institute's partnership with URI.
- The first genome-wide association scan on psoriasis was published in January in the online publication *Nature Genetics*. Dr. Proton Rahman, Faculty of Medicine, is one of the authors of the study which genotyped over 438,000 markers scattered across the entire genome. This large multinational effort was led by the University of Michigan, with Memorial being one of two Canadian centres participating. Funding for this research came from the National Institutes of Health, the Foundation for NIH's Genetic Association Information Network and the National Psoriasis Foundation. Analysis and genotyping of follow-up samples was also supported by the German National Genome Research Network, the Canadian Institute of Health Research and the Arthritis Society of Canada, the *Centre National de Génomage*, *Généthon* and the *Association Française contre les Myopathies* and by Celera Corporation.

Indicator: Research environment

In 2008-09, Memorial enhanced the supports for its researchers.

■ Enhanced services that enable research activity

The following information outlines progress towards achievement of this target:

- Memorial University and CANARIE launched the final leg of Canada's Multi-Gigabit National Research Network in September. Memorial is part of the Atlantic Computational Excellence Network (ACEnet) which in turn is part of the Atlantic Canada Organization of Research Networks (ACORN). These organizations are charged with upgrading Canada's advanced computing network, regionally and nationally. CANARIE is based in Ottawa and facilitates the development and use of its network as well as the advanced services, products, applications and services that run on it. These networks provide the foundation upon which much advanced research is undertaken in Newfoundland and Labrador, nationally and internationally

■ Expanded system of research mentoring for new faculty

The following information outlines progress towards achievement of this target:

- Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, no direct activity took place in 2008-09 regarding the above as efforts were concentrated toward the achievement of other strategic indicators.

■ Improved collaboration of investigators from different disciplines on research proposals

The following information outlines progress towards achievement of this target:

- The NSERC Canadian Healthy Oceans Network (CHONe) was established this year to work with fishermen to evaluate how to improve sustainability of marine resources through strategies such as marine protected areas. Headquartered at Memorial and led by biological oceanographer Dr. Paul Snelgrove of Memorial, CHONe brings together Canada's top marine researchers from 15 universities from across the country. It is a large, interdisciplinary research network, which also includes seven government laboratories as well as the Department of Fisheries and Oceans. CHONe involves 65 researchers from 15 universities and multiple federal research labs across Canada, many of whom are based at Memorial. It is focused on three themes: marine biodiversity, ecosystem function, and population connectivity. Much of this research is focused on improved management of living marine resources including key commercial species such as lobster and cod, and on developing tools to enhance sustainable development of the oceans by marine industries such as oil and gas, as well as fishing. The Natural Sciences and Engineering Research Council of Canada (NSERC) is providing \$5 million in funding over five years to CHONe, with the Department of Fisheries and Oceans adding \$1.9 million in in-kind contributions. The Government of Newfoundland and Labrador, through the Department of Innovation, Trade and Rural Development is also supporting the network with a contribution of more than \$1 million from its Industrial Research and Innovation Fund. An additional \$700,000 in cash and in-kind contributions is being provided by Memorial University, with other government and private sector partners contributing \$600,000 in in-kind support.

■ Enhanced measures to assess such issues as the impact and benefits of research, participation levels, as well as the levels of funding received

The following information outlines progress towards achievement of this target:

- Memorial University continued to prosecute an aggressive research program. Funding for research from external sources totaled in excess of \$89 million. The total number of new research projects in 2008-09 was just under 1,200. Support for this effort was provided through Memorial's Office of Research.
 - The development of a Research Information System (RIS) was initiated which will provide for enhanced means to track research performance activity in key strategic areas.
 - The Yaffle database was brought on-line providing public access to information on research activities at Memorial and facilitating research collaboration and community outreach. Work is ongoing to enhance Yaffle and ensure that it accurately reflects the breadth of research activity at Memorial. (See description of "Yaffle" project under Indicator **Improved transfer of knowledge and research expertise throughout the province** in **Goal 4** of this report).
- A process to develop a Strategic Research Plan for Memorial was also initiated.

Indicator: External funding

In 2008-09, Memorial and its researchers continued to attract significant funding support for their research from sources external to the province.

- **Increased seed funding for the development of new collaborative research initiatives (e.g. pools of funds to stimulate new inter-disciplinary research partnerships in strategic areas)**
- While seed funding in particular was not increased in 2008-09, significant funding was announced and is detailed later in this section. The vice-president (research) office (VPR) continues to work closely

with the province's Research and Development Corporation (RDC) to ensure that revisions to the IRIF Guidelines and Programs are supportive of enhancing collaborative research and development initiatives involving Memorial.

■ **Created a new pool of funding to attract more post-doctoral fellows**

- Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked and this issue is dependant upon further support for growth in graduate studies. As such, there is no new direct activity to report that took place in 2008-09.

■ **Provided seed funding for excellent new research**

- At present IRIF provides start-up funding for new faculty members under the IRIF Ignite Program. The VPR continues to work closely with the RDC to ensure that revisions to the IRIF Guidelines and Programs are supportive of new research at Memorial.

■ **Developed new sources of start-up funding for new faculty**

- While new sources of start-up funding were not developed in 2008-09, significant funding was announced and is detailed later in this section.
- The VPR continues to work with RDC on guidelines for the IRIF Ignite program which provides start-up funding support for new faculty members who carry out research related to the RDC mandate.
- The VPR has prepared a Strategic Initiative related to start-up funding and will submit same for the Department of Education's consideration.
- As such, no new sources were developed in 2008-09.

The following funding information outlines further progress towards achievement of this indicator:

- The Office of Research administered several internal grant programs this year that provided seed funding for research, helped attract more post-doctoral fellows and provided start-up funds for new faculty. These programs provide support for research every year to scores of professors and grad students. The programs include:
 - **Travel Grants for Paper Presentation** – 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 23 researchers in Humanities disciplines who received support through this program in 2008-09.
 - **Travel Grants for International Representation** – 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:
 - Dr. Don Nichol, English
 - Dr. Paul Smith, Folklore
 - **Vice-President's and SSHRC Research Grants Program** – Support was provided towards research projects undertaken by faculty members in disciplines supported by SSHRC. Recipients for 2008-09 included:
 - Dr. Jim Barnes, Business
 - Dr. Anne Burke, Education
 - Dr. Osvaldo Croci, Political Science
 - Dr. Jennifer Dyer, Arts

- Dr. Joerg Evermann, Business
 - Dr. Louis Fischer, History
 - Dr. Dianne Ford Business
 - Dr. William Schipper, English
 - Dr. Peter Sinclair, Sociology
 - Dr. Ken Stevens, Education
 - Dr. Lyle Wetsch, Business
- o **Salary-Based Research Grants Program (re-designation of salary)** Under this program, researchers receive a research grant in lieu of salary, through a mechanism which includes peer review. Recipients in 2008-09 included:
- Dr. David Behm, Human Kinetics
 - Dr. William Schipper, English
 - Dr. Bernice Schrank, English
 - Dr. Paul Smith, Folklore
 - Dr. Robert Sweeny, History
 - Dr. Kati Szego, Music
- o **President's Award for Outstanding Research** These awards included a \$5,000 research grant to be used at the discretion of the recipient for the sole purpose of supporting future research. The award recipients this year included:
- Dr. Anand Yethiraj, Physics and Physical Oceanography
- o **Northern Scientific Training Program** This program offered supplementary funding to assist graduate and senior undergraduate students in the completion of research projects in the North. In 2008-09 the following researchers were supported under this program:
- Dr. Trevor Bell, Geography
 - Dr. Norm Cato, Geography
 - Dr. Luise Hermanutz, Biology
 - Dr. John Jacobs, Geography
 - Dr. Ian Jones, Biology
 - Dr. C Laroque, Geography
 - Dr. Lisa Rankin, Anthropology and Archaeology
 - Dr. Richard Rivkin, Ocean Sciences Centre
 - Dr. Alvin Simms, Geography|
 - Dr. Paul Sylvester, Earth Sciences
 - Dr. Peter Whitridge, Anthrpology and Archaeology
- o **Publications Subvention Program** This program provided financial assistance to scholarly publishing from within the university community. Recipients this year included:
- Dr. Vit Bubenik, Linguistics
 - Dr. Barb Hunt, SWGC
 - Dr. Anton Oleynik, Sociology
 - Dr. Vernon Richardson, Medicine
 - Dr. Evan Edinger, Geography
 - Dr. Katia Iankova, SWGC
 - Dr. Bill Montevicchi, Psychology

- o **University Research Professorships** 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. Named this year were:
 - Dr. Peter Pope, Anthropology and Archaeology
 - Dr. Xiaoqiang Zhao, Mathematics and Statistics
 - o **Petro-Canada Young Innovator Awards Program** The 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 recipient this year was:
 - Dr. Luc Beaulieu, Physics
 - o **Artistic/Creative Grants Program** This supported artistic/creative initiatives. Recipients included:
 - Dr. M. Cheramy, Music
 - Dr. Nancy Dahn, Music
 - Dr. Janet Leibel, Music
 - Dr. V. Regehr, Music
- Canada's Top 50 Research Universities List 2008, published by Research Infosource Inc., ranked Memorial first of the universities with medical/doctoral programs for research income growth for the period 2002-07. This growth (116 per cent) was more than double the average funding growth for similar research universities. Research Infosource data comes from the Canadian Association of University Business Offices which surveys Canadian universities for research spending in each fiscal year. Of the \$89 million in external research revenue awarded to Memorial researchers in 2007, \$9.2 million was awarded from the Canada Foundation for Innovation, nearly \$8 million from the Atlantic Innovation Fund, about \$2.5 million from the Social Sciences and Humanities Research Council, more than \$8.2 million from the Natural Sciences and Engineering Research Council, and \$4.8 million from the Canadian Institutes of Health Research. In addition, Memorial has enjoyed great success in securing research support from the Atlantic Canada Opportunities Agency and has received very strong support for research from the provincial government through its Industrial Research and Innovation Fund (IRIF). More than 50 per cent of all the research and development undertaken in Newfoundland and Labrador is performed by researchers at Memorial University making it the largest research organization in the province. Together, Canada's Top 50 Research Universities posted a 3.5 per cent growth in their total sponsored research income in fiscal 2007. Total research income reached \$5.7 billion, up from \$5.5 billion in fiscal 2006. Research Infosource Inc. is a division of The Impact Group and publishes Canada's Top 100 Corporate R&D Spenders List, Canada's Top 50 Research Universities List, and specialized reports.
- Memorial University researchers received more than \$5 million from the Government of Newfoundland and Labrador through its Industrial Research and Innovation Fund (IRIF) in support of 20 research projects. IRIF provides seed funding that levers other sources of funding from federal sources and industry. The projects have a total value of more than \$26 million, leveraging \$5.14 for every dollar invested by the provincial government. Projects included:
 - o Dr. Paul Snelgrove of the Ocean Sciences Centre and Canada Research Chair in Boreal and Cold Ocean Systems, \$1.1 million towards a \$9 million national oceans network, and \$97,988 towards a \$633,313 project to help investigate biodiversity loss and the deterioration of oceans

- o Dr. Maria Mathews, Faculty of Medicine, \$31,840 towards a \$78,541 project to create a medical practice registry and facilitate research on physician retention and its impact on communities, medical organizations, and patients.
- o Dr. Jackie Vanderluit, Faculty of Medicine, \$169,428 towards a \$338,856 project to study the role of cell survival genes in promoting neural regeneration
- o Dr. John Weber, School of Pharmacy, \$163,409 towards a \$433,067 project to establish a laboratory to undertake two areas of research – examining the effects of pathological states on Purkinje neurons in the cerebellum, which are vital for proper motor coordination and motor learning and analysis of extracts from locally-grown nutraceuticals for their potential neuroprotective effects against traumatic injury, ischemia, and aging
- o Dr. John McGuire, Faculty of Medicine, \$142,383 towards a \$284,767 project to offset endothelial dysfunction in hypertension
- o Dr. Christopher Loomis, School of Pharmacy and vice-president (research), \$650,000 towards a \$1,465,000 project entitled ACCELERATE Newfoundland and Labrador – Newfoundland and Labrador’s Graduate Research Internship Program
- o Dr. Steve Butt, Faculty of Engineering and Applied Science, \$650,000 towards a \$3.7 million project on advanced exploration drilling technology
- o Dr. Brian Veitch, Faculty of Engineering and Applied Science, \$500,000 towards a \$3,352,605 project studying small craft simulation backbone technology development
- o Dr. Bing Chen, Faculty of Engineering and Applied Science, \$234,600 towards a \$562,277 project to help establish a northern region persistent organic pollution control laboratory
- o Dr. Patrick Parfrey, Faculty of Medicine, \$270,800 towards a \$3,270,800 project developing a Newfoundland and Labrador inter-disciplinary research centre in human genetics
- o Dr. Francesca Kerton, Department of Chemistry, \$238,602 towards a \$516,478 to establish a laboratory for green chemistry research
- o Dr. Aimee Surprenant, Department of Psychology, \$212,537 towards a \$382,565 cognitive aging and memory laboratory
- o Dr. David Pike, Department of Mathematics and Statistics, \$185,710 towards a \$460,712 project examining large-memory computational problems in mathematics and statistics
- o Dr. Thomas Chapman, Department of Biology, \$137,463 towards a \$359,492 project to help establish an insect behaviour/molecular biology research laboratory
- o Dr. Robert Greenwood, Leslie Harris Centre of Regional Policy and Development, \$129,090 towards a \$372,180 project examining the social dynamics of economic performance in cities
- o Dr. Ivan Saika-Voivod, Department of Physics, \$97,339 towards a \$247,684 project for computer simulation of liquids and soft materials, and biomaterials
- o Dr. Paul Marino, Department of Biology, \$55,868 towards a \$126,491 project to develop facilities to study the importance of visual and olfactory signals in fly attraction

- o Dr. Ann Dorward, Faculty of Medicine, \$55,431 towards a \$132,361 project that focuses on the mouse as a model system for reproductive cancer research
- o Dr. Kenneth Kao, Faculty of Medicine, \$54,584 towards a \$109,169 project to investigate Treacher Collins Syndrome (TCS) which affects one in 50,000 live births producing a range of head and facial anomalies thought to be linked to a single gene
- The Canadian Institutes of Health Research (CIHR) made its spring 2008 national funding announcement. Of the \$298 million allocated to Canadian researchers, four projects at Memorial University, totaling almost \$1.4 million were funded. They included:
 - o Dr. George Carayanniotis, \$633,930 for work on immunoregulation of experimental autoimmune thyroiditis
 - o Dr. Janet Brunton, \$251,165 for studies of dipeptides as trophic factors in the gastrointestinal tract
 - o Drs. Hélène Paradis and Robert Gendron were awarded an operating grant of \$486,448 for work on Tubedown in vision loss during aging and age-related retinopathies
 - o Dr. John McLean was awarded a Synapse Award for Mentorship, in the amount of \$5,000. He has used the money to support the annual Brain Bee Competition for the province, organized by the Newfoundland and Labrador chapter of the Society for Neuroscience.
- The Social Sciences and Humanities Research Council (SSHRC) awarded \$1,653,792 to Memorial University, \$826,896 supported the work of 11 researchers through SSHRC's Standard Research Grants Program, and \$187,462 supported research in the areas of management, business and finance over the next three years. In addition, seven doctoral students received a total of \$660,000 in fellowship support. A further \$2,047,500 in Joseph-Armand Bombardier Canada Graduate Scholarships was awarded to students. Researchers and projects include:
 - o Dr. Stuart Durrant, Department of German and Russian, \$42,696. unpublished correspondence of D.V. Filosofov 1872-1940
 - o Dr. Priscilla Renouf, Department of Anthropology & Archaeology, \$118,361, Dorset palaeoeskimo sealskin working at Phillip's Garden, northwestern Newfoundland
 - o Dr. Stephan Curtis, Department of History, \$65,000, the arrival and diffusion of medical knowledge in Sweden during the 19th-century
 - o Drs. Julie Brittain, Carrie Dyck, Marguerite MacKenzie and Yvan Rose, Department of Linguistics, \$111,848. the role of heads in the L1 acquisition of a polysynthetic language
 - o Drs. Morgan Gardner and Ursula Kelly, Faculty of Education, \$83,541, youth engagement in educational change
 - o Dr. Jeffrey Parsons, Faculty of Business, \$57,088, a study of agile practices in using the unified modeling language
 - o Dr. Omrane Guedhami along with Dr. Jeffrey Pittman, Faculty of Business, \$95,000, ownership structure, ownership identity and auditor choice: international evidence
 - o Dr. Jane Gosine, Faculty of Music, \$47,794, music from 17th century France: an examination of music by Marc-Antoine Charpentier and André Campra

- o Dr. Peter Song, Faculty of Business, \$78,000, lead-time demand characterization in price-setting supply chains
- o Dr. Gerard Van Herk, Department of Linguistics, \$58,363, urbanization and rapid change in Newfoundland English
- o Dr. Jeffrey Pittman along with Dr. Omrane Guedhami, Faculty of Business, \$69,205, empirical evidence on the corporate governance role of tax enforcement
- o Dr. Omrane Guedhami, multiple large shareholders and corporate governance, three years, \$150,000
- o Dr. Tom Cooper, What is strategic risk: examining strategic risk management, one year, \$37,462
- o Dr. Gordon Cooke, Comparative analysis of the employee effects on non-standard work schedules, three years, \$93,000
- This year three medical researchers at Memorial University were awarded over \$2 million by the Canadian Institutes of Health Research.
 - o Dr. Thomas Michalak, Canada Research Chair in Viral Hepatitis/ Immunology, will receive \$812,265 for his studies on hepadnavirus pathogenicity in a woodchuck model of hepatitis B.
 - o Dr. Guang Sun, Genetics, will receive \$806,518 for research on finding the endocrine and genetic determinants of obesity in Newfoundland.
 - o 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.

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 served as a seed funding lever for significantly more support 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 2008-09.

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

Indicators:

- Enhanced research profile
- Enhanced collaborations
- Increased 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 2008-09: By March 31, 2009, Memorial University will have enhanced its provincial linkages and partnerships.

Measure: Enhanced activities in rural and regional areas

Indicator: Provincial linkages and partnerships

In 2008-09, Memorial University continued to support, encourage and collaborate with business, industry, organizations and entrepreneurs engaged in the economic, cultural and social development of the province.

- Increased presence in all areas of the province. The university will listen to and act on concerns of communities, and provide up-to-date information about Memorial and how it is working to address the needs of these communities and the province
- See description of "Yaffle" project under Indicator **Improved transfer of knowledge and research expertise throughout the province later in this section.**
- **Enhanced partnerships with College of the North Atlantic by expanding the number and variety of university-level courses at college campuses, developing further articulation (transfer credit) agreements between the university and the college and creating research partnerships in areas of mutual interest and expertise**

The following information outlines progress towards achievement of these targets over the past year:

- In terms of research partnerships, Memorial University worked with College of the North Atlantic on a project to explore new approaches to finding mineral deposits buried under glacial till or below the surface of exposed bedrock. The project, which was headed by Dr. Gary Thompson, an instructor of Comprehensive Arts and Science: Transfer at CNA's Burin campus, is funded by the Department of Innovation, Trade and Rural Development through the Industrial Research and Innovation Fund program. Dr. Derek Wilton of Memorial's Department of Earth Sciences worked with Dr. Thompson to analyze data gathered in a field program in Western Newfoundland. The project examined the geochemistry of soils to help find mineral deposits in three parts, beginning with looking at soil chemistry for oil and gas, the chemistry of trees and plants for buried mineral deposits and finally for indicator minerals for base mineral deposits such as nickel and copper.
- Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, no measurable activity took place in 2008-09 regarding the expansions and variety of courses as efforts were concentrated toward the achievement of other strategic indicators. A plan is in place to hire a new university official to co-ordinate this activity for future years.

■ **Enhanced connections between the university and regional development boards, provincial government, federal government, private business, community organizations and research foundations**

Memorial enhanced connections with most of these groups in 2008-09 as evidenced by the following activity:

- ACOA provided more than \$423,000 for Memorial's Genesis Centre to carry out business development and mentoring activities with new and emerging Newfoundland and Labrador technology firms. Located on the St. John's campus, the Genesis Centre is a support network for technology-based ventures seeking business guidance and capital. The centre is operated by the Genesis Group Inc., the commercialization arm of Memorial University. Many successful Newfoundland and Labrador companies have graduated from the Genesis Centre including Rutter Technologies Inc., Genoa Design International Ltd, Verafin Inc., and MedicLINK Systems Ltd.
- The top two companies on the *Progress Magazine* list of the 2008 Fastest Growing companies in Atlantic Canada got their start at Memorial University. Of the 35 companies named, MedicLINK Systems Ltd. was number one and Altius Minerals Corporation was number two. MedicLINK Systems got its start at Memorial's Genesis Centre. Altius Minerals Corporation was co-founded by Memorial alumnus Brian Dalton.
- Dean Pelley is the CEO and president of Mad Rock Marine Solutions Inc., a company he started in 2002, along with his colleague Jason Dawe, to provide a modern approach to finding solutions to marine evacuation systems. The Deer Lake native is also a graduate of Memorial's ocean and naval architectural engineering program and has a M.Eng in naval architecture. Mad Rock is now being recognized worldwide for its RocLoc lifeboat release hook system, a device designed to help with the safe evacuation of seafarers. Mr. Pelley attributes the success of his company to not only hard work and perseverance but to the opportunities he had as an engineering grad student at Memorial's Faculty of Engineering as part of the faculty's Offshore Safety Research Team. A year shy of graduating, Mr. Pelley saw an opportunity from the work he was doing on the research team and started Mad Rock. Mad Rock employs 14 people. It was named by the *Marine Technology Reporter's Yearbook* edition as a top 100 company for its marine industry achievements. The company is an associate member of the International Association of Independent Tanker Owners; and most recently won the St. John's Board of Trade Business Excellence Award.
- However, many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, the progress is not recorded or measured for enhanced interactions with these groups.

■ **Enhanced connections to the K-12 system in educational research, curriculum and career development**

The following information outlines progress towards achievement of this target:

- This year Memorial's Faculty of Education and Leslie Harris Centre of Regional Policy and Development brought together academics teachers, education officials and others to explore and discuss the development of the education system in the province since 1949. The conference was titled Symposium 2008: Post-Confederation Educational Reform: From Rhetoric to Reality.
- Memorial's Marine Institute and Ocean-Net, a volunteer organization dedicated to the integration of environmental stewardship at the community level, combined their resources to advance

education, awareness and action among youth to protect to the marine environment. Among the collaborative projects they sponsored were summer programs such as Camp Snowflake and Camp Starfish that were open to youth with a focus on building an ocean conservation ethic in Newfoundland and Labrador.

■ **Improved transfer of knowledge and research expertise throughout the province**

The following information outlines progress towards achievement of this target:

- A word drawn from Newfoundland English got a new meaning this year, thanks to an initiative undertaken by Memorial University of Newfoundland. The university launched a new online resource – called Yaffle – aimed at providing greater accessibility to the university’s research expertise and research projects. According to the *Dictionary of Newfoundland English*, a yaffle is defined as “an armful (of dried and salted cod-fish, kindling, etc.); a load.” Memorial’s Yaffle (yaffle.ca) is a sophisticated online resource that allows users to find an expert, query research being done by the university in a geographic region or suggest research ideas. Compiled by the university’s Leslie Harris Centre of Regional Policy and Development, the new resource is a search engine of Memorial’s expertise and community development resources. Yaffle enables individuals, community groups, and governments to search for expertise in a variety of fields. It contains nearly 1,000 lay summaries on various research projects at the university, including everything from marine transportation options for the Strait of Belle Isle to financial sustainability plans for not-for-profit provincial museums. In addition, Yaffle provides a portal to over 400 experts in a range of fields, many of whom are available for media interviews or public speaking engagements for community groups. The launch of Yaffle received national attention as a unique and effective tool. Knowledge mobilization experts around the country are looking to Memorial and Yaffle as an example of what could become the preferred conduit for knowledge sharing between universities and communities. Several Canadian universities are considering how they can use the Yaffle technology and processes to apply in their own institutions.

Indicator: Foster regional and rural development

In 2008-09, Memorial continued its work in rural areas of the province in a number of disciplines.

■ **Increased collaboration with rural communities to identify additional research needed in their regions, and to conduct and disseminate university research**

The following information outlines progress towards achievement of this target:

- The Harris Centre is Memorial’s outreach arm for research in rural areas. It continues to carry out workshops and other interactive activities in rural areas and with rural leaders. That activity, including the innovative Yaffle database, is outlined throughout this report.
- This year the Leslie Harris Centre of Regional Policy and Development organized workshops in Labrador under the general theme Offshore Petroleum: An Economic Development Perspective. The workshops provided business leaders, economic development officials and others interested in economic development a deeper understanding of the offshore petroleum industry and the potential opportunities associated with offshore gas activity in the Labrador Sea. Workshops examined how other regions have handled offshore petroleum development from exploration to production to examine the current best model for the development of Labrador Sea gas reserves. The workshops also included an introduction to petroleum geology and a session on how to benefit from petroleum productions. The program was developed in partnership with Jacques Whitford, the Canadian Association of Petroleum Producers, the Nunatsiavut Government, the Labrador Institute, and the Government of Newfoundland and Labrador.

- Memorial's Faculty of Medicine is this year's winner of the Rural Education Award from the Society of Rural Physicians of Canada (SRPC). This award is given annually to recognize a medical school which has excelled in producing graduates headed for a career in rural medicine.
- This year, the Marine Institute commenced establishment of its world-class marine base in Holyrood with the co-operation and collaboration of the Town of Holyrood and help of more than \$1 million from the Government of Canada, made through the Atlantic Canada Opportunities Agency (ACOA). The initial stage of the project involves the revitalization of a former fish processing facility in Holyrood. When completed the new facility will include research labs in support of ocean technology and testing of new products; serve as a base for two research vessels, remote operated vehicles and autonomous underwater vehicles, and associated training and research; include two wet labs for biological, applied fisheries and marine research; support R&D activities by the Faculty of Engineering and Faculty of Science; and house up to 50 faculty/researchers and include a seminar facility and classrooms.
- **Improved engagement of faculty, staff, students, alumni and retirees in research in rural Newfoundland and Labrador**

The following information outlines progress towards achievement of this target:

- Memorial University improved engagement in 2008-09 as evidenced when the university was recognized by the Newfoundland and Labrador Regional Economic Development Association (NLREDA) in its annual Community Economic Development Awards program. These awards celebrate the spirit and the accomplishments of individuals and organizations that have made a significant contribution to the economic development of Newfoundland and Labrador. Dr. James Tuck, professor emeritus in the Department of Anthropology and Archaeology, received the NLREDA-Leslie Harris Award for Excellence by Memorial University Faculty, Staff and Students in Regional Development. This award recognizes Dr. Tuck for his contribution to linking teaching and research to the needs of communities and organizations, his work to advance rural and regional development and his responsiveness in addressing requests for assistance from community partners to enhance university/community collaboration. Two volunteer members of the Harris Centre advisory board of directors also received awards. Harold Mulowney of the Irish Loop Regional Economic Development Board received the Award for Excellence in Partnerships. Jerry Byrne received the Award for Outstanding Private Sector Contribution to Regional Economic Development for his strong commitment to regional economic development and willingness to engage with community to develop local solutions to economic challenges.
- **Enhanced support for development of leadership, entrepreneurial and collaborative skills across the disciplines and in outreach and lifelong learning initiatives and provided opportunities to develop these skills in communities**

The following information outlines progress towards achievement of this target:

- Support was enhanced through measures such as the Leslie Harris Centre of Regional Policy and Development hosting an international conference in October that focused on knowledge mobilization. Knowledge in Motion 2008 examined how knowledge is used and shared to impact society and how higher education institutions mobilize knowledge to contribute to the economic, social and/or cultural well-being of citizens.

- **Continued cross-disciplinary study of the distinctive characteristics of the people of this province in the area of health including geography and health systems, aging and rural health, and chronic diseases**

The following information outlines progress towards achievement of this target:

- The Leslie Harris Centre of Regional Policy and Development launched an innovative project to encourage public debate on regionally managed healthcare, education, economic development, and municipal government. The centre designed a moderated forum (www.harriscentreforum.ca) and two background studies to launch the debate on the size and authority of regional boards and councils.

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 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 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

Indicators:

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

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

Objective 2008-09: By March 31, 2009, 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: Education and research opportunities in Labrador

In 2008-09, Memorial University continued to enhance its activities in Labrador in teaching, research and community service in a variety of ways, including:

- **Acted on the recommendations from the *Labrador Post-Secondary Education Needs Assessment***
 - Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, no direct activity took place in 2008-09 regarding the above as efforts were concentrated toward the achievement of other strategic indicators.

■ **Expanded the Labrador Institute and enhanced its engagement with the community**

- Memorial's Labrador Institute, with offices in both Happy Valley-Goose Bay and Labrador City, promoted collaboration, outreach, research and education in Labrador. In the past year the institute helped establish more than 100 projects – ranging from collaboration and outreach to research and education. Projects undertaken included the Labrador Creative Arts Festival, the Lake Melville Music Festival and the Labrador West Music Festival, co-ordinating and organizing a conference on climate change in North West River; and serving as regional co-ordinating office for Labrador for the International Polar Year. The Labrador Institute worked as a facilitator, connecting the expertise and services of Memorial University and its various faculties and units (i.e. Marine Institute, Sir Wilfred Grenfell College) and communities, organizations and individuals with specific needs throughout Labrador.

■ **Enhanced opportunities for teaching and professional development in Labrador in co-operation with the College of the North Atlantic**

- Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, there is no new direct activity to report that took place in 2008-09 regarding the above as efforts were concentrated toward the achievement of other strategic indicators. Memorial commenced plans to create a new position to better co-ordinate co-operative activities between the university and College of the North Atlantic.

■ **Enhanced activities of the Marine Institute in Labrador**

- Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, there is no new direct activity to report that took place in 2008-09 regarding the above as efforts were concentrated toward the achievement of other strategic indicators.

■ **Enhanced research mandate in Labrador.**

- With assistance of more than \$22,000 from the provincial government, a climate change research project addressed climate change adaptation issues in Labrador. The project was led by geography professor Dr. Trevor Bell of the Faculty of Arts and engaged researchers, local government, non-government agencies, local decision-makers and community leaders in Labrador to explore climate change adaptation issues for this region of the province. The project is part one of a two-stage climate change research program that is in line with government's commitment to address climate change issues related to fisheries and aquaculture, environmental monitoring and increased awareness, as outlined in the province's Climate Change Action Plan.

■ **Improved opportunities for participation in post-secondary education for students in Labrador**

- Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. The Labrador Institute has an ongoing mandate to improve opportunities for participation in post-secondary education for students in Labrador. While the activities described elsewhere in this report are also relevant to this indicator, no new direct activity took place in 2008-09 beyond the regular work of the Institute.
- In September a group of Memorial University musicians undertook an extensive tour of Labrador where they performed in remote communities while at the same time gaining a new appreciation of

the historic musical traditions of the region. The MUN Brass Ensemble spent a week in Labrador, stopping in Happy Valley-Goose Bay, Northwest River, Makkovik, Hopedale and Nain, touring local schools, conducting workshops and holding concerts in Moravian churches. Eight students and four faculty members took part in the trip. They visited communities with long histories – some dating back more than 200 years – of having brass bands attached to their churches. Dr. Tom Gordon, director of Memorial's School of Music, used the occasion of the tour to continue his research to catalogue the vast collections of Moravian brass music that still exists in several coastal communities.

Indicator: Partnership with aboriginal peoples

In 2008-09, Memorial University continued to build on its partnerships with aboriginal peoples in a variety of thematic ways, including:

■ Increased overall sensitivity to aboriginal students and issues in the university community

- Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, there is no new direct activity to report that took place in 2008-09 regarding the above as efforts were concentrated toward the achievement of other strategic indicators.

■ Increased consultation with aboriginal communities about their requirements for programs, research, teaching and learning

- Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, there is no new direct activity to report that took place in 2008-09 regarding the above as efforts were concentrated toward the achievement of other strategic indicators.
- An award of \$187,500 over two years from the Aboriginal Health Human Resources Initiative Atlantic Region is enabling the Faculty of Medicine to develop a set of bridging programs, make revisions to the undergraduate medical curriculum and reconfigure the faculty's new master's of public health program to ensure cultural relevance and sensitivity. This is part of a national effort to implement Indigenous health curriculum in Canada's 17 medical schools. Memorial's project involves close collaborative development between Innu, Inuit, and Métis communities and health providers throughout Newfoundland and Labrador.

■ Enhanced research on issues affecting aboriginal peoples, their culture and heritage

- Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, there is no new direct activity to report that took place in 2008-09 regarding the above as efforts were concentrated toward the achievement of other strategic indicators.
- This year a Memorial University PhD student won the Robert McGee Award from the Northern Scientific Training Program. Scott Neilsen's research builds directly on the pioneering research undertaken in Labrador during the 1970s by Dr. Robert McGhee (after whom the award is named) when he was a young professor at Memorial University. Mr. Neilsen's project is titled Archaeology Beyond the Horizon: Innu Land Tenure in Labrador West. It's a multi-year project documenting the archaeological record of the Labrador interior – a region that has never been the subject of archaeological research – and to interpret the cultural history of the region.

- **Increased collaboration with aboriginal groups with the goal of achieving a greater degree of educational success for students**
 - Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, there is no new direct activity to report that took place in 2008-09 regarding the above as efforts were concentrated toward the achievement of other strategic indicators.

- **Improved program delivery methods and research practices that meet the requirements and needs of aboriginal communities**
 - Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, there is no new direct activity to report that took place in 2008-09 regarding the above as efforts were concentrated toward the achievement of other strategic indicators.

- **Improved the academic and student supports available for aboriginal students**
 - Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, there is no new direct activity to report that took place in 2008-09 regarding the above as efforts were concentrated toward the achievement of other strategic indicators.

- **Improved linkages with educational initiatives in the north through participation in the University of the Arctic consortium**
 - Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, there is no new direct activity to report that took place in 2008-09 regarding the above as efforts were concentrated toward the achievement of other strategic indicators.

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 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

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

Objective 2008-09: By March 31, 2009, Memorial University will have enhanced its international profile, including enhanced recruitment of international students, particularly in graduate programs.

Measure: Increased international student enrolment, increased international programming options

Indicator: Immigration and internationalization

In 2008-09, Memorial continued to build on its international profile with a variety of measures that included:

■ **Enhanced international recruitment at the graduate and undergraduate levels**

- Memorial's Office of Student Recruitment undertook an aggressive international recruitment campaign. The 2008-09 campaign focussed on markets in the middle- and far-east and built on similar campaigns that have been ongoing as part of the university's strategic plan for a number of years.
- Memorial hosted Grad Street Festival in March. Grad St. provided students with information on graduation, careers after graduation, the benefits of becoming one of Memorial's alumni and graduate programs. Marketing and Communications collaborated with a number of units and departments to organize the event for a second year, including Alumni Affairs and Development, the Registrar's Office, Student Affairs' Centre for Career Development, the School of Graduate Studies, the Marine Institute and the university Bookstore.

■ **Enhanced facilities and services to support international students**

- Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, there is no new direct activity to report that took place in 2008-09 regarding the above as efforts were concentrated toward the achievement of other strategic indicators.

■ **Enhanced collaboration with the provincial government on its immigration strategy**

- Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, there is no new direct activity to report that took place in 2008-09 regarding the above as efforts were concentrated toward the achievement of other strategic indicators. This year the university continued its discussions with the provincial government on this matter in the understanding that Memorial's ability to attract international students is a necessary precondition to the success of the province's immigration strategy.

■ **Increased university-community awareness of the broader world community and the demands and opportunities/challenges arising from it**

Conferences serve as recruitment opportunities for undergraduate and graduate students who experienced the world-class facilities of Memorial and interact with the expertise of Memorial researchers and professionals. The following information outlines progress towards achievement of this target:

- Memorial's Fisheries and Marine Institute hosted the sixth annual Ocean Innovation Conference and Exhibition in October. The pre-eminent global oceans community, including senior graduate and post-graduate students and experts, gathered in St. John's to discuss ocean observation systems and examine and debate lessons learned and paths forward.

- Experts, researchers and educators from Memorial University hosted over 300 participants from more than a dozen countries around the world in the fall at the 42nd annual conference of the Canadian Bureau for International Education. This year's theme was Shaping Worldviews: Diversity and International Education. It featured presenters and attendees from across Canada, the United States, Central America, the Caribbean, South America, Australia and Europe, as well as faculty and staff from Memorial. The Canadian Bureau for International Education is a national, bilingual, not-for-profit group dedicated to promoting this country's international relations through education. Nearly 200 post-secondary institutions, school boards, educational organizations and government departments are members of the organization.
- Memorial University of Newfoundland launched its inaugural President's Speaker Series on Entrepreneurship by welcoming Sir Terry Matthews, co-founder of Mitel Corporation, a leading provider of communications solutions for a range of organizations. Sir Terry is the first billionaire to come from his home country of Wales. He currently resides in Canada. He delivered the inaugural lecture titled On Entrepreneurship: From Mowers to Microprocessors in December.
- This year Memorial's Office of Alumni Affairs and Development hosted affinity events in London, England, and Houston, Texas.

Indicator: Active participation in the international community

In 2008-09, Memorial engaged in teaching, research and development activity internationally and related to international issues. Funding issues impacted on the university's ability to engage in new activities in the following indicators.

■ Enhanced vision to guide all international activities and an efficient system for their co-ordination

- Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, there is no new direct activity to report that took place in 2008-09 regarding the above as efforts were concentrated toward the achievement of other strategic indicators.

■ Enhanced institutional culture that is supportive of international activities

- Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, there is no new direct activity to report that took place in 2008-09 regarding the above as efforts were concentrated toward the achievement of other strategic indicators.

■ Enhanced opportunities for students from developing countries to study at Memorial

- Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, there is no new direct activity to report that took place in 2008-09 regarding the above as efforts were concentrated toward the achievement of other strategic indicators.

■ Increased international components in curriculum and programs as appropriate

- Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, there is no new direct activity to report that took place in 2008-09 regarding the above as efforts were concentrated toward the achievement of other strategic indicators.

■ Enhanced international opportunities for Memorial's students

- Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, there is no new direct activity to report that took place in 2008-09 regarding the above as efforts were concentrated toward the achievement of other strategic indicators. However, Memorial's students continued to avail of courses and programs offered through the Harlow Campus, as well as exchanges in France and Ireland and field/study trips to Russia and Italy.

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

- Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, there is no new direct activity to report that took place in 2008-09 regarding the above as efforts were concentrated toward the achievement of other strategic indicators.

The development of new international initiatives was impacted by factors outside of Memorial's control. However, there were a number of other initiatives that outline progress towards achievement of these indicators:

- The Canadian Risks and Hazards Network Symposium was hosted by Memorial's Department of Geography in November. The network was established in 2003 in response to a growing demand to promote and strengthen disaster risk reduction and emergency management in Canada. The symposium addressed issues arising for all types of hazards including natural hazards, human-created accidental problems (such as oil spills) and topics ranging from campus security to hazards in the offshore environment. Participants came from across Canada and overseas and included academics, writers, first responders and representatives from all levels of government and the military.
- More than 100 high school students from across Newfoundland took part in a unique conference in February – the only one of its kind in the province. The second annual Rights and Development High School Outreach Conference (RADHOC) conference educated students about human rights and international development issues while motivating them to try and make a positive impact in the global community. The two-day event was spearheaded by five Memorial-based groups including: Amnesty International, Engineers Without Borders, MUN Hope, MUN Oxfam and Project Green.
- General Rick Hillier (retired), chancellor of Memorial University, was among a contingent from Memorial in Abu Dhabi who participated in the announcement of a \$370 million contract between Provincial Aerospace Limited (PAL) and the United Arab Emirates Armed Forces. Chancellor Hillier was on hand to represent the Faculty of Business Administration's Gateway initiative. Gateway connects Newfoundland and Labrador companies with investors and strategic partners in the Middle East in partnership with the Centre of Excellence for Applied Research and Training and the Higher Colleges of Technology in Abu Dhabi and Dubai. Gateway provided support to PAL in its work in the United Arab Emirates. The \$370 million contract is creating more than 100 new jobs in Newfoundland and Labrador. The federal government, through ACOA, and the Government of Newfoundland and Labrador are major supporters of Gateway.

SUMMARY

Memorial continues to be active internationally, transferring expertise and services from Newfoundland and Labrador around the world through a variety of projects. The growing research program will 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 2009-10: By March 31, 2010, Memorial University will have 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

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. In recent years, the provincial government has made commitments that have allowed the university to address issues of deferred maintenance. 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 2008-09: By March 31, 2009, Memorial University will enhance teaching, research and residence infrastructure on its campuses.

Measure: Development and approval of infrastructure plan

Indicator: Infrastructure

In 2008-09, Memorial University took steps to enhance campus facilities and to ensure the development and maintenance of a safe learning and research environment, including:

■ **Enhanced resources sufficient to maintain current infrastructure at an acceptable level**

- Memorial developed and submitted a detailed infrastructure plan to the provincial government outlining major new capital projects and the priority renovations and refurbishments necessary to meet the objectives in the university's strategic plan. Memorial continues to work with government regarding additional priority infrastructure needs, particularly the pressing need for new science research and teaching facilities on the St. John's campus.

■ **Enhanced funding for infrastructure development for academic and non-academic space**

- Memorial developed and submitted a detailed infrastructure plan to the provincial government outlining major new capital projects and the priority renovations and refurbishments necessary to meet the objectives in the university's strategic plan. Memorial continues to work with government regarding additional priority infrastructure needs, particularly the pressing need for new science research and teaching facilities on the St. John's campus.
- Plans were finalized for a new \$10 million academic building at Grenfell College.

■ **Enhanced integration of student common areas into space-allocation initiatives and future campus planning strategies**

- Memorial developed and submitted a detailed infrastructure plan to the provincial government outlining major new capital projects and the priority renovations and refurbishments necessary to

meet the objectives in the university's strategic plan. Memorial continues to work with government regarding additional priority infrastructure needs, particularly the pressing need for new science research and teaching facilities on the St. John's campus.

■ **Enhanced research infrastructure**

- Memorial developed and submitted a detailed infrastructure plan to the provincial government outlining major new capital projects and the priority renovations and refurbishments necessary to meet the objectives in the university's strategic plan. Memorial continues to work with government regarding additional priority infrastructure needs, particularly the pressing need for new science research and teaching facilities on the St. John's campus.
- Funding of \$11.2 million was announced in August to support large-scale research infrastructure for a new building to be constructed close to the Health Sciences Centre. The Canada Foundation for Innovation (CFI) is providing the funding under its Research Hospital Fund for research in founder population effect in Newfoundland with a focus on human genetics research. The Newfoundland and Labrador Centre for Interdisciplinary Research in Human Genetics is a joint project of Memorial's Faculty of Medicine and Eastern Health.

■ **Increased graduate and undergraduate student housing spaces and upgraded existing housing facilities to modern standards**

- Plans were finalized for the development of new residences in St. John's and Corner Brook, however development was delayed by funding issues with the proposed plans and the projects did not commence.
- Memorial developed and submitted a detailed infrastructure plan to the provincial government outlining major new capital projects and the priority renovations and refurbishments necessary to meet the objectives in the university's strategic plan. Memorial continues to work with government regarding additional priority infrastructure needs, particularly the pressing need for new science research and teaching facilities on the St. John's campus.
- The provincial government invested \$3.6 million for the refurbishment of Barnes House, the first residence to be completed in a major series of renovations to student residences and campus buildings at the university. Barnes House is a residence in Paton College on the St. John's campus. The project included new plumbing and heating systems, a new air-circulation system, all new flooring and furniture, and new bathrooms including walls, floors and all fixtures. The residences were painted throughout, hard wired for high-speed Internet access to all desktops, and cable television installed in all rooms. While the renovations were being completed, students set to move into Barnes were temporarily moved into the Holiday Inn, located in the east end of the city and a short bus ride from the university's main campus. Free busing was provided for students to and from the hotel to Memorial's dining hall. As well, a proctor, resident assistants and an academic don lived with the students at the Holiday Inn. Barnes House re-opened in October. The renovations are part of a five-year project aimed at upgrading all existing residential buildings. In May 2009, the university will begin similar work on Blackall and Doyle Houses and Baltimore Court.

■ **Continued development and maintenance of an accurate and effective space plan for the university that facilitates equitable allocation that is in keeping with strategic objectives**

- Memorial developed and submitted a detailed infrastructure plan to the provincial government outlining major new capital projects and the priority renovations and refurbishments necessary to meet the objectives in the university's strategic plan. Memorial continues to work with government regarding additional priority infrastructure needs, particularly the pressing need for new science research and teaching facilities on the St. John's campus.

- The following additional information outlines progress towards achievement of the target of creating and maintaining a safe, sustainable and effective learning and working environment.
- Officials from Memorial and the Royal Newfoundland Constabulary (RNC) undertook a live critical-incident training exercise on Memorial's St. John's campus in April. The exercise evaluated parts of the university's crisis management plan and emergency response protocols.
- Memorial hosted the fourth annual Atlantic Sustainable Campuses Conference in January. The event was co-ordinated locally by Memorial's Project Green, and supported by a number of units from around the St. John's campus.

SUMMARY

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

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 project

Indicator:

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

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

Objective 2008-09: By March 31, 2009, Memorial University will have enhanced its marketing and fundraising profile.

Measure: Commencement of new fundraising and marketing initiatives

Indicator: Advancement

In 2008-09, Memorial University continued to build on its marketing and fundraising profile through a variety of initiatives, including:

■ Enhanced promotion of the university locally, regionally, nationally and internationally

- Memorial again launched its student recruitment campaign, Rant like Rick. In this, the third year for the contest, Memorial offered a grand prize valued at \$10,000. Based on the concept of Rick Mercer's rant component of his show The Rick Mercer Report, the contest asks high school student to develop and film their own rant about a topic that is important to them. The purpose of the program is student recruitment at the undergraduate level. In actuality, undergraduate enrolment has remained stable despite a declining provincial high school population. Out-of-province enrolment has increased markedly. The evolving Rant Like Rick program is proving to be an effective vehicle to generate increased prospective student interest. In 2008-09 entries went up 300 per cent and click-throughs from on-line ads to the university's recruitment micro site more than doubled from 44,000 in last year to 94,000 this year.

- In October celebrations took place under the banner of “I Love MUNdays” on the St. John’s campus, and “I Fell for Grenfell” at Sir Wilfred Grenfell College, Memorial’s west coast campus in Corner Brook. The annual celebrations highlight the diversity, ingenuity, excellence, kindness and community spirit that distinguish Memorial as one of Canada’s top comprehensive universities.
 - Web hits to the 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 March). The campaign continues into the next planning year.
 - In the 2007-08 budget, the provincial government approved strategic initiative funding of \$800,000 per year for three years for Memorial’s National and International Marketing – Brand Awareness initiative. The 2008-09 period comprises the second year of that initiative. The impetus for the request was a desire to leverage the new and complementary brands of the university and the province to create complementary brand-awareness-building campaigns of mutual benefit in select national and international markets. The funding supported market research in regions of mutual interest, development of a joint marketing strategy and created jointly branded and individually branded advertising, events, publications, tradeshow booths, public/media relations and other marketing initiatives. Using this funding, since 2007 Memorial has expanded its professional marketing staff (e.g. in Athletics, Alumni Affairs, Student Affairs and Services, Grenfell College, Web Content Services); undertaken award-winning marketing programs such as the aforementioned Rant like Rick (national undergraduate student recruitment) and The Dog Ate My Homework (provincial adult learner recruitment); developed strong brand focus for alumni affinity events across the country (stakeholder cultivation/communications/ fundraising, in collaboration with INTRD, Business); created new branded materials such as a Memorial University exhibition booth publications and an award-winning undergraduate student recruitment website (www.mun.ca/become). Memorial also launched a national brand awareness campaign with print and radio advertising in select national markets and implemented a multimedia national/ international graduate studies recruitment campaign. A national campaign to promote Memorial’s increasing research capacity was also planned and prepared this year for launch in June 2009.
 - With Memorial’s marketing capacity expanded and better supported, discussions continue with the provincial Department of Business to explore collaborative brand marketing initiatives. Possible projects include development of a joint marketing strategy (designed to target one or more specific audiences such as students and faculty, businesses; professionals/residents, etc.); market research in key markets of mutual interest; production of marketing materials including display materials, websites, print items, advertisements; and staging of joint marketing campaigns in selected markets.
- **Strengthened relations with the business community, arts and cultural communities and the general public.**
- Many of the goals and indicators included in Memorial’s Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, there is no new direct activity to report that took place in 2008-09 regarding the above as efforts were concentrated toward the achievement of other strategic indicators.
 - The president and other senior officials gave presentations to a number of service and community organizations and political leaders across the province during 2008-09 outlining current activities and future plans for the university.

- Created a long-term plan for alumni development with the following goals in mind:
 - enhanced alumni contact and services
 - enhanced links between alumni and their academic units
 - increased number and variety of alumni events
- Many of the goals and indicators included in Memorial's Strategic Plan 2008-11 are closely linked. While the activities described elsewhere in this report are also relevant to this indicator, there is no new direct activity to report that took place in 2008-09 regarding the above as efforts were concentrated toward the achievement of other strategic indicators.
- The university's Office of Alumni Affairs and Development hosted affinity events for alumni and other supporters of Memorial in Ottawa, Halifax, Calgary and London, England.
- A new associate director of alumni affairs was hired to enhance alumni contacts and events.
- Implemented a fund-raising campaign for the university with a total value in excess of \$200 million
 - The university's Office of Alumni Affairs and Development created a Capital Campaign secretariat and engaged Ketchum Canada, Canada's leading public sector fundraising consulting firm, to assist in the development of a major fundraising plan. The quiet phase of the plan commenced in 2008-09.

SUMMARY

To remain competitive with comparable Canadian universities, Memorial University must build on its successful marketing and promotional programs. The university's efforts were and are recognized as nation-leading and innovative. Fundraising, which was in a quiet and internal phase throughout 2008-09 will move to a more public phase in the coming year.

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

Measure: Commencement of new fundraising and marketing initiatives

Indicator:

- Enhanced marketing initiatives
- Enhanced fundraising initiatives

CONCLUSION

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

The *President's Report 2008-09* goes into 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 the *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.

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. The financial statements of Memorial University for 2008-09 are appended to this report.



Consolidated Financial Statements with Supplementary Schedules

Year Ended March 31, 2009

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND
INDEX TO CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2009**

Consolidated Financial Statements

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

Audited Supplementary Information

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

Unaudited Supplementary Information

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

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, 2009 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 financial statements present fairly, in all material respects, the financial position of the University as at March 31, 2009 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 4, 2009.

Ernst & Young LLP

Chartered Accountants

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at March 31
(thousands of dollars)

	2009	2008
	\$	\$
ASSETS		
Current		
Cash and cash equivalents	18,633	50,626
Short-term investments	60,799	15,058
Accounts receivable	45,939	41,965
Accrued interest receivable	3,964	2,134
Inventory and prepaid expenses	5,963	6,191
Total current assets	135,298	115,974
Long-term receivable	2,991	3,074
Investments <i>[note 6]</i>	61,783	64,419
Capital assets, net <i>[note 4]</i>	167,611	168,989
	367,683	352,456
LIABILITIES, DEFERRED CONTRIBUTIONS AND NET ASSETS		
Current		
Bank indebtedness <i>[note 8]</i>	19,028	5,075
Accounts payable and accrued liabilities	19,322	20,280
Deferred revenue	21,782	19,566
Current portion of employee future benefits <i>[note 11]</i>	12,396	10,371
Current portion of long-term debt <i>[note 7]</i>	826	763
Total current liabilities	73,354	56,055
Long-term debt <i>[note 7]</i>	744	1,036
Derivative liability <i>[note 8]</i>	3,460	—
Employee future benefits <i>[note 11]</i>	82,750	99,564
Total liabilities	160,308	156,655
Deferred contributions <i>[note 5]</i>	200,692	202,323
Net assets		
Net assets restricted for endowment purposes	60,399	60,002
Unrestricted net assets	(53,716)	(66,524)
Net total surplus (deficiency)	6,683	(6,522)
	367,683	352,456

See accompanying notes to consolidated financial statements
Contingencies *[note 10]*

On behalf of the Board:

"Signed"

Chair of the Board of Regents

"Signed"

Chair of the Finance Committee

CONSOLIDATED STATEMENT OF OPERATIONS

Year ended March 31
(thousands of dollars)

	2009	2008
	\$	\$
REVENUE		
Government grants	315,105	284,792
Student fees	54,788	54,190
Other revenue	36,598	32,039
Amortization of deferred capital contributions	24,477	20,801
Sales and services	16,958	16,361
Investment (loss) income <i>[note 6]</i>	(4,329)	2,899
	443,597	411,082
EXPENSES		
Salaries	242,012	217,802
Employee benefits	42,087	37,765
Materials and supplies	32,207	30,386
Utilities	23,586	22,162
Amortization of capital assets	23,528	20,926
Scholarships, bursaries and awards	21,942	19,813
Repairs and maintenance	19,552	17,434
Travel and hosting	16,282	14,188
Other operating expenses	13,789	16,983
Externally contracted service	12,527	13,367
Professional fees	12,443	12,801
Interest expense	3,815	362
Equipment rentals	2,675	2,249
Employee future benefits	(14,789)	10,393
External cost recoveries	(18,441)	(17,516)
	433,215	419,115
Excess of revenue over expenses (expenses over revenue)	10,382	(8,033)

See accompanying notes to consolidated financial statements

**CONSOLIDATED STATEMENT OF CHANGES
IN NET ASSETS**

As at March 31
(thousands of dollars)

	Restricted for Endowment Purposes	Unrestricted	2009	2008
	\$	\$	\$	\$
Balance, beginning of year	60,002	(66,524)	(6,522)	(2,907)
Excess of (expense over revenue) revenue over expense	(2,426)	12,808	10,382	(8,033)
Endowment contributions	2,823	-	2,823	4,418
Balance, end of year	60,399	(53,716)	6,683	(6,522)

See accompanying notes to consolidated financial statements

CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended March 31
(thousands of dollars)

	2009	2008
	\$	\$
OPERATING ACTIVITIES		
Excess of revenue over expenses (expenses over revenue)	10,382	(8,033)
Add (deduct) items not involving cash:		
Amortization of capital assets	23,528	20,926
Net increase (decrease) in deferred contributions related to expenses of future periods	4,299	(796)
(Decrease) increase in long-term portion of employee future benefits	(16,814)	9,727
Increase in current portion of employee future benefits	2,025	470
Amortization of deferred capital contributions	(24,477)	(20,801)
Loss on disposal of capital assets	1,905	208
Increase in derivative liability	3,460	-
Reduction in long-term receivable	83	-
Unrealized loss on investments	8,534	3,605
Change in non-cash working capital	(4,318)	20,799
Cash provided by operating activities	8,607	26,105
INVESTING ACTIVITIES		
Capital assets acquired	(24,055)	(29,843)
Increase in short-term investments	(45,741)	(210)
Increase in investments	(5,898)	(3,622)
Cash used in investing activities	(75,694)	(33,675)
FINANCING ACTIVITIES		
Increase (decrease) in bank indebtedness	13,953	(466)
Endowment contributions	2,823	4,418
Addition to deferred capital contributions	18,547	19,387
(Decrease) increase in long-term debt	(229)	345
Cash provided by financing activities	35,094	23,684
Net (decrease) increase in cash and cash equivalents during the year	(31,993)	16,114
Cash and cash equivalents, beginning of year	50,626	34,512
Cash and cash equivalents, end of year	18,633	50,626

See accompanying notes to consolidated financial statements

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009
(tabular amounts in thousands of dollars)

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 principles are summarized as follows:

Use of estimates

The preparation of 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 in which they become known.

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009
(tabular amounts in thousands of dollars)

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.

Effective April 1, 2008 all assets and liabilities of the Canadian Center for Marine Communications (CCMC) were transferred to the Marine Institute School of Ocean Technology of the University.

Cash equivalents

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 in 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 in 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.

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009
(tabular amounts in thousands of dollars)

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 expense. 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 rates. One-half 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

Employee future benefits

Pension costs and obligations

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 contributions 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 expenditure in the consolidated statement of operations.

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009
(tabular amounts in thousands of dollars)

The most recent actuarial valuation prepared by Eckler Partners Ltd. disclosed a solvency deficiency of \$237.3 million and a going concern deficiency of \$271.0 million at March 31, 2009. Under the PBA, a going concern deficiency must be funded over a period of not more than 15 years while a solvency deficiency is to be funded over a maximum five year period.

The going concern deficiency of \$271.0 million includes \$68.0 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 a remaining period of 35.25 years. In accordance with the PBA, the balance of the going concern, namely \$203.0 million, must be liquidated over a period of not more than 15 years. The first annual payment in respect of this balance is \$16.2 million and is required to be made during the 2009/10 fiscal year.

At present, the University has an exemption under the PBA from making payments relating to the solvency deficiency. This exemption expires December 31, 2010.

Other post-employment benefits

The University accrues its obligations for employee benefit plans. The employee future benefits earned by employees are actuarially determined using the projected benefit method pro-rated on service and administration's best estimate of salary escalation, retirement ages of employees and escalation in covered benefit expense outlays.

The University recognizes the cost of the Supplemental Retirement Income Plan (SRIP), the Voluntary Early Retirement Income Plan (VERIP) and the cost of future employee benefits which include severance, accrued vacation, group life insurance and health care benefits. Additional disclosure related to these plans is provided in note 11.

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.

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009
(tabular amounts in thousands of dollars)

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.

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 on 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 in interest expense.

Financial instruments

The University has chosen to continue to apply the Canadian Institute of Chartered Accountants (CICA) Section 3861, *Financial Instruments – Disclosure and Presentation*, in place of CICA Section 3862, *Financial Instruments – Disclosures*, and CICA Section 3863, *Financial Instruments – Presentation*. The disclosures required by Section 3861 are provided in note 12.

3. CHANGES IN ACCOUNTING POLICY

Impact of adopting new accounting policies

Inventories

Effective April 1, 2008, the University adopted the recommendations of CICA Section 3031, *Inventories*. These recommendations provide guidance on the measurement and disclosure requirements for inventories. The adoption of these new recommendations had no impact on the University’s consolidated financial statements.

The amount of inventories recognized as expense during the year was \$12.9 million (2008 - \$11.7 million).

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009
(tabular amounts in thousands of dollars)

Capital disclosures

Effective April 1, 2008, the University adopted the recommendations of CICA Section 1535, *Capital Disclosures*, which require the disclosure of qualitative and quantitative information that enables users of the consolidated financial statements to evaluate the University's objectives, policies and processes for managing capital. The additional disclosures related to the adoption of these recommendations are provided in note 13.

General standards of financial statement presentation

The amendments to Section 1400, *General Standards of Financial Statement Presentation*, provides revised guidance on management's responsibility to assess and disclose the University's ability to continue as a going concern. There was no significant impact on these consolidated financial statements as a result of revisions to Section 1400.

Financial statement presentation

Effective April 1, 2008, the University adopted retroactively the changes to the recommendations in CICA Section 4400 *Financial Statement Presentation for Non-For-Profit Organizations*, which eliminate the requirement to separately disclose the amount of net assets in capital assets. The University therefore eliminated from the consolidated financial statements details regarding the amount of net assets invested in capital assets and the calculation of this amount. As a result, the University reclassified the prior year consolidated financial statements to include the amount of net assets invested in capital assets as at April 1, 2007 of (\$1.4 million) and as at April 1, 2008 of \$8.6 million in unrestricted net assets.

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:

Financial statement presentation

The CICA has issued revisions to the Section 4400 series and certain other sections to amend or improve certain parts of the CICA Handbook that relate to not-for-profit organizations. With respect to presentation, these changes include requiring CICA Section 1540, *Cash Flow Statements*, to be applicable for not-for-profit organizations, and requiring the reporting of revenues and expenses on a gross basis in the consolidated statement of operations when a not-for-profit organization is acting as a principal in a transaction. A new section, CICA Section 4470, *Disclosure of Allocated Expenses by Not-for-Profit Organizations*, was included in the

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009
(tabular amounts in thousands of dollars)

revisions which require certain disclosures when fundraising and general support expenses are allocated to other functions. These changes in accounting policies are effective for the University's reporting period beginning April 1, 2009. No significant impact is expected upon the implementation of these amended standards.

Financial statement concepts

Section 1000, *Financial Statement Concepts* 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 amendments are effective for the University's reporting period beginning April 1, 2009. The University is currently evaluating the impact of the adoption of this change on the disclosure within its consolidated financial statements. No significant impact is expected upon the implementation of these amendments.

Goodwill and intangible assets

The CICA issued a new accounting standard, CICA Section 3064, *Goodwill and Intangible Assets* replacing CICA Section 3062, *Goodwill and Other Intangible Assets* and CICA Section 3450, *Research and Development Costs*. CICA Section 3064 establishes standards for the recognition, measurement and disclosure of development costs. Management is currently assessing the impact of adopting this section for the University's reporting period beginning April 1, 2009.

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009
(tabular amounts in thousands of dollars)

4. CAPITAL ASSETS

	2009		2008	
	Cost	Accumulated amortization	Net book value	Net book value
	\$	\$	\$	\$
Buildings	220,294	121,570	98,724	91,728
Furniture and equipment	75,957	45,926	30,031	37,821
Computers	22,407	15,274	7,133	7,100
Banner finance	1,722	1,315	407	508
Vehicles	3,101	2,015	1,086	1,301
Library collection	124,626	94,396	30,230	30,531
	448,107	280,496	167,611	168,989

Capital assets include certain assets under capital lease with a net book value of \$2.4 million (2008 – \$2.9 million).

5. 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.

	2009	2008
	\$	\$
Balance, beginning of year	49,038	49,834
Grants and donations received during the year	48,444	45,229
Expenses incurred during the year	(44,145)	(46,025)
	53,337	49,038

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009
(tabular amounts in thousands of dollars)

Capital assets

Deferred capital contributions related to capital assets represent the unamortized amount 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.

	2009 \$	2008 \$
Balance, beginning of year	153,285	154,699
Additional contributions received	18,547	19,387
Less amounts amortized to revenue	(24,477)	(20,801)
	<u>147,355</u>	<u>153,285</u>

Total deferred contributions

	2009 \$	2008 \$
Expenses of future periods	53,337	49,038
Capital assets	147,355	153,285
	<u>200,692</u>	<u>202,323</u>

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009
(tabular amounts in thousands of dollars)

6. INVESTMENTS

	2009		2008	
	Cost	Fair Value	Cost	Fair Value
Fixed income	39,720	40,521	32,496	33,264
Equities	27,255	21,262	28,577	31,155
	66,975	61,783	61,073	64,419

	2009	2008
	\$	\$
Investment income	5,129	7,613
Unrealized loss on investments	(8,534)	(3,605)
Related expenses	(924)	(1,109)
	(4,329)	2,899

7. LONG-TERM DEBT

	2009	2008
	\$	\$
RBC Royal Bank, fixed term demand loan, related to Harlow campus, 5.19% interest, repayable in 9 equal annual, blended payments of \$121, maturing in April 2012, unsecured	428	524
CMHC mortgage on Queen's College, 5.875% interest, repayable in 50 equal, blended payments of \$29 semi-annually, maturing in June 2019, secured	419	451
Capital leases negotiated through the RBC Royal Bank, interest rates vary, payable in equal annual instalments, secured by assets under lease	723	824
	1,570	1,799
Less current portion	826	763
	744	1,036

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009
(tabular amounts in thousands of dollars)

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

	\$
2010	826
2011	387
2012	44
2013	43
2014	43

8. 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). Currently the debt has been negotiated using bankers' acceptances (BA's) which mature during the 2009/10 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 12.

Derivative liability

Project 1 interest rate swap transaction involves the exchange of the underlying Canadian BA rate for a fixed interest rate of 4.76% and expired on April 2, 2009. The notional amount of this swap transaction is \$3.2 million and the fair value is a liability of \$0.5 million.

Project 2 interest rate swap transaction involves the exchange of the underlying Canadian BA rate for a fixed interest rate of 5.12% and expired April 1, 2009. The notional amount of this swap transaction is \$14.6 million and the fair value is a liability of \$2.9 million.

9. MEMORIAL UNIVERSITY ACT

In accordance with the Memorial University Act, the University is normally prohibited from recording a deficit on their 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

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009
(tabular amounts in thousands of dollars)

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.

10. CONTINGENCIES

(a) Reciprocal exchange of insurance risks

The University, in association with 58 Canadian universities, participates in a reciprocal exchange (CURIE) of insurance risks. The self-insurance cooperative involves a contractual agreement to share the insurance property and liability risks of member universities for a term of not less than five years.

The projected cost of claims will be funded through members' premiums based on actuarial projections. As at December 31, 2008, CURIE has a surplus of \$4.2 million, of which the University's pro-rata share is approximately 3% on an ongoing basis. In addition, the reciprocal has obtained \$995.0 million on re-insurance with commercial insurers to cover major property claims in excess of \$5.0 million per occurrence.

In respect of general liability, the limit is \$5.0 million per occurrence. Re-insurance for liability coverage in the amount of \$25.0 million in excess of a \$5.0 million per occurrence retention is in place.

In respect of errors and omissions liability policy, the limit is \$5.0 million per occurrence. Re-insurance for errors and omissions was purchased through a combined excess program with general liability in the amount of \$25.0 million.

As the originating insurers, CURIE has a contingent liability in the event that a re-insurer is unable to meet its obligations. In this respect, all re-insurance is placed with insurers registered in Canada and subject to supervision by the Office of the Superintendent of Financial Institutions Canada.

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.

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009
(tabular amounts in thousands of dollars)

(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 were entitled to receive these insurance benefits for life, at no cost to the group of retirees. Presently, a decision is pending from the court as to whether this matter should be certified as a class action suit. The University continues to defend its position and the potential exposure to this claim is indeterminable at the present time.

11. EMPLOYEE FUTURE BENEFITS

The University has a number of defined benefit and defined contribution plans 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.

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.

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 being funded from operations.

The significant actuarial assumptions used in measuring the University's accrued benefit obligation under each plan are as follows:

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009
(tabular amounts in thousands of dollars)

Employee future benefits

Include a discount rate of 7.5% (2008 5.6%) and an average rate of compensation increase of 4.5% (2008 - 4.5%).

Supplemental retirement income plan (SRIP)

Include a discount rate of 7.5% (2008 5.6%) and an average compensation increase of 4.5% (2008 - 4.5%).

Voluntary early retirement income plan (VERIP)

Include a discount rate of 7.5% (2008 5.6%).

	SRIP		VERIP		Other benefits	
	2009	2008	2009	2008	2009	2008
	\$	\$	\$	\$	\$	\$
Accrued benefit obligation						
Balance, beginning of year	5,450	3,698	6,550	5,455	88,210	81,351
Current service cost	229	122	—	—	3,300	3,393
Interest cost	305	259	367	437	5,331	4,257
Benefits paid	(241)	(238)	(580)	(595)	(4,421)	(2,829)
Actuarial loss (gain)	(200)	1,609	(871)	1,253	(19,933)	2,038
	5,543	5,450	5,466	6,550	72,487	88,210
Current plan expense						
Current service expense	229	122	—	—	3,300	3,393
Interest cost	305	259	367	437	5,331	4,257
Actuarial (gain) loss	(200)	1,609	(871)	1,253	(19,933)	2,038
	334	1,990	(504)	1,690	(11,302)	9,688

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009
(tabular amounts in thousands of dollars)

A summary of these accrued benefit obligations are as follows:

	2009	2008
	\$	\$
Employee future benefits	72,487	88,210
Supplemental retirement income plan	5,543	5,450
Voluntary early retirement income plan	5,466	6,550
Accrued vacation	11,650	9,725
	95,146	109,935
Less current portion	12,396	10,371
Long-term employee future benefits	82,750	99,564

12. FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are initially recognized at fair value and their subsequent measurement is dependent on their classification. Their classification depends on the purpose for which the financial instruments were acquired or issued, their characteristics and the University's designation of such instruments. The standards require that all financial assets be classified 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 financial 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 method (EIM).

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009
(tabular amounts in thousands of dollars)

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 and cash equivalents	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

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.

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009
(tabular amounts in thousands of dollars)

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 on the consolidated statement of financial position and the change in value is reflected in interest expense on the consolidated statement of operations.

Liquidity risk

The University is exposed to liquidity risk with respect to its contractual obligations and financial liabilities. This risk is managed by maintaining adequate cash and cash equivalents. The University believes that cash and cash equivalents on hand, future cash flows from government grants and student fees will be adequate to meet its financial obligations. There will also be savings associated with the energy performance contract which is expected to be sufficient to repay the floating term facility.

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.

Memorial University of Newfoundland

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2009
(tabular amounts in thousands of dollars)

13. 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.

14. COMPARATIVE FIGURES

Certain of the 2008 comparative figures have been reclassified to conform to the financial statement presentation adopted in 2009.

**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, 2009.

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 whole.

St. John's, Canada,
June 4, 2009.

Ernst & Young LLP

Chartered Accountants

CONSOLIDATED SCHEDULE OF FINANCIAL POSITION

As at March 31, 2009 (with comparative figures for 2008)

(thousands of dollars)

	OPERATING		ANCILLARY ENTERPRISES		PLANT		SPONSORED RESEARCH		SPECIAL PURPOSE AND TRUST		TOTAL	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Current assets:												
Cash and cash equivalents	-46,017	1,085	2,305	3,459	2,923	-9,747	32,087	27,898	27,335	27,931	18,633	50,626
Short-term investments	60,799	15,058	-	-	-	-	-	-	-	-	60,799	15,058
Accounts receivable	20,952	16,823	431	462	329	1,087	19,901	17,706	4,326	5,887	45,939	41,965
Accrued interest receivable	1,500	349	-	-	-	-	-	-	2,464	1,785	3,964	2,134
Inventory and prepaid expenses	3,901	4,439	1,950	1,646	-	-	55	67	57	39	5,963	6,191
Interfund accounts	805	583	-805	-583	-	-	-	-	-	-	-	-
	41,940	38,337	3,881	4,984	3,252	-8,660	52,043	45,671	34,182	35,642	135,298	115,974
Long-term receivable	-	-	-	-	2,991	3,074	-	-	-	-	2,991	3,074
Investments (note 6)	-	-	-	-	-	-	-	633	61,783	63,786	61,783	64,419
Capital assets, net (note 4)	-	-	2,040	427	164,266	166,251	1,178	2,198	127	113	167,611	168,989
Total assets	41,940	38,337	5,921	5,411	170,509	160,665	53,221	48,502	96,092	99,541	367,683	352,456
Current liabilities:												
Bank indebtedness (note 8)	-	-	-	-	19,028	5,075	-	-	-	-	19,028	5,075
Accounts payable and accrued liabilities	12,321	13,007	231	373	2,240	1,747	3,831	4,431	699	722	19,322	20,280
Deferred revenue	1,949	4,053	363	249	4,709	3,243	14,734	11,962	27	59	21,782	19,566
Current portion of employee future benefits (note 11)	12,396	10,371	-	-	-	-	-	-	-	-	12,396	10,371
Current portion of long-term-debt (note 7)	-	-	-	-	826	763	-	-	-	-	826	763
	26,666	27,431	594	622	26,803	10,828	18,565	16,393	726	781	73,354	56,055
Long-term debt (note 7)	-	-	-	-	744	1,036	-	-	-	-	744	1,036
Derivative liability (note 8)	-	-	-	-	3,460	-	-	-	-	-	3,460	-
Employee future benefits (note 11)	81,492	97,958	318	401	-	-	795	947	145	258	82,750	99,564
	81,492	97,958	318	401	4,204	1,036	795	947	145	258	86,954	100,600
Deferred contributions (note 5)	-	-	-	-	146,001	150,984	34,288	30,992	20,403	20,347	200,692	202,323
Net assets:												
Net assets restricted for endowment purposes	-	-	-	-	-	-	-	-	60,399	60,002	60,399	60,002
Unrestricted net assets	-66,218	-87,052	5,009	4,388	-6,499	-2,183	-427	170	14,419	18,153	-53,716	-66,524
	-66,218	-87,052	5,009	4,388	-6,499	-2,183	-427	170	74,818	78,155	6,683	-6,522
Total liabilities, deferred contributions and net assets	41,940	38,337	5,921	5,411	170,509	160,665	53,221	48,502	96,092	99,541	367,683	352,456

See accompanying notes to consolidated financial statements

CONSOLIDATED SCHEDULE OF OPERATIONS

For the year ended March 31, 2009 (with comparative figures for 2008)
(thousands of dollars)

	OPERATING		ANCILLARY ENTERPRISES		PLANT		SPONSORED RESEARCH		SPECIAL PURPOSE AND TRUST		TOTAL	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenue:												
Government grants	261,504	229,949	831	835	-	-	42,541	48,025	10,229	5,983	315,105	284,792
Student fees	54,631	54,033	-	-	-	-	-	-	157	157	54,788	54,190
Other revenue	12,552	14,733	2,559	1,907	-5,938	-3,197	14,183	12,093	13,242	6,503	36,598	32,039
Amortization of deferred capital contributions	-	-	-	-	24,317	20,329	149	462	11	10	24,477	20,801
Sales and services	-	-	16,958	16,361	-	-	-	-	-	-	16,958	16,361
Investment income (note 6)	3,422	3,582	-	-	-	-	-433	-30	-7,318	-653	-4,329	2,899
Total revenue	332,109	302,297	20,348	19,103	18,379	17,132	56,440	60,550	16,321	12,000	443,597	411,082
Expenses:												
Salaries	207,316	184,692	8,890	7,798	-	-	21,961	21,393	3,845	3,919	242,012	217,802
Employee benefits	37,382	33,514	1,255	1,069	-	-	2,885	2,629	565	553	42,087	37,765
Materials and supplies	13,794	14,512	7,709	7,653	2,053	266	7,465	6,992	1,186	963	32,207	30,386
Utilities	20,449	19,070	2,592	2,616	9	18	259	276	277	182	23,586	22,162
Amortization of capital assets	-	-	125	118	23,239	20,333	151	464	13	11	23,528	20,926
Scholarships, bursaries and awards	8,736	7,578	2	-	-	-	8,616	7,977	4,588	4,258	21,942	19,813
Repairs and maintenance	8,007	7,498	1,529	1,452	9,267	7,708	581	500	168	276	19,552	17,434
Travel and hosting	8,470	7,352	73	66	8	4	5,215	4,748	2,516	2,018	16,282	14,188
Other operating	8,091	7,661	205	123	61	-	5,464	9,040	-32	159	13,789	16,983
Externally contracted service	7,069	9,405	917	751	126	55	2,386	2,213	2,029	943	12,527	13,367
Professional fees	5,912	5,168	17	49	40	51	5,010	5,938	1,464	1,595	12,443	12,801
Interest expense	63	55	266	279	3,486	28	-	-	-	-	3,815	362
Equipment rentals	1,721	1,629	211	182	5	5	655	345	83	88	2,675	2,249
Employee future benefits	-14,441	9,967	-83	54	-	-	-152	233	-113	139	-14,789	10,393
External cost recoveries	-16,511	-15,846	-41	-42	-1,050	-884	-396	-253	-443	-491	-18,441	-17,516
Total expenses	296,058	292,255	23,667	22,168	37,244	27,584	60,100	62,495	16,146	14,613	433,215	419,115
Increase (decrease) for the year before the following	36,051	10,042	-3,319	-3,065	-18,865	-10,452	-3,660	-1,945	175	-2,613	10,382	-8,033
Interfund transfers	-15,217	-15,312	3,940	3,344	14,549	10,270	3,063	1,133	-6,335	565	-	-
Net increase (decrease) in net assets for the year	20,834	-5,270	621	279	-4,316	-182	-597	-812	-6,160	-2,048	10,382	-8,033

See accompanying notes to the financial statements

Unaudited Supplementary Information

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

March 31, 2009

SCHEDULE OF OPERATING REVENUE

Year ended March 31
(thousands of dollars)
(unaudited)

	2009	2008
	\$	\$
GOVERNMENT GRANTS		
Province of Newfoundland and Labrador		
Department of Education	221,188	195,606
Department of Health	35,607	29,671
Other	316	307
Government of Canada		
Indirect cost of research	4,393	4,365
	261,504	229,949
STUDENT FEES		
Semester tuition		
Undergraduates	35,697	36,533
Graduates	4,248	4,004
Non-credit courses		
Continuing studies	898	782
Sir Wilfred Grenfell College	287	170
Marine Institute	9,930	9,191
Other fees	3,571	3,353
	54,631	54,033
OTHER REVENUE		
Rental	679	461
Miscellaneous	11,604	13,408
Medical Practice Associates	269	864
	12,552	14,733
INVESTMENT INCOME		
	3,422	3,582
	3,422	3,582
	332,109	302,297

SCHEDULE OF GROSS OPERATING EXPENDITURES BY FUNCTION

Year ended March 31
(thousands of dollars)
(unaudited)

	2009	2008
	\$	\$
ACADEMIC		
Faculty of Arts	28,577	26,329
Faculty of Business Administration	9,587	8,833
Faculty of Education	9,484	8,758
Faculty of Engineering and Applied Science	9,339	8,417
Faculty of Medicine	38,277	31,765
Faculty of Science	37,013	34,636
School of Life Long Learning	1,189	1,001
School of Graduate Studies	7,808	6,632
School of Music	2,752	2,567
School of Nursing	5,115	4,467
School of Pharmacy	2,198	2,687
School of Human Kinetics	3,751	3,358
School of Social Work	2,692	2,306
Sir Wilfred Grenfell College	20,126	18,060
Labrador Institute of Northern Studies	582	403
Distance Education and Learning Technologies	5,804	4,792
Animal Care Unit	1,496	1,281
Fisheries and Marine Institute	33,953	32,390
Technical Services	3,488	3,394
Oil and Gas Development Partnership	150	292
Harris Centre	405	414
CREAIT	1,286	846
Co-op Education	2,042	1,919
	227,114	205,547
SUPPORT SERVICES		
Administrative departments	30,043	24,682
Computing and Communications	11,344	11,048
Library	16,209	15,273
Student Services	9,301	8,827
Facilities Management	26,568	26,412
	93,465	86,242
	320,579	291,789

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	
	2009 \$	2008 \$	2009 \$	2008 \$	2009 \$	2008 \$	2009 \$	2008 \$	2009 \$	2008 \$	2009 \$	2008 \$	2009 \$	2008 \$
Academic salaries	104,587	94,791	2,466	2,329	1,078	907	—	—	—	—	695	548	108,826	98,575
Other instruction and research salaries	2,079	2,090	227	218	903	956	21	9	145	142	137	134	3,512	3,549
Other salaries and wages	53,131	46,234	4,269	4,060	3,748	3,038	12,326	10,906	4,811	4,356	16,693	13,974	94,978	82,568
Employee benefits	27,677	24,850	1,345	1,242	833	700	3,081	2,734	911	846	3,522	3,142	37,369	33,514
	187,474	167,965	8,307	7,849	6,562	5,601	15,428	13,649	5,867	5,344	21,047	17,798	244,685	218,206
Travel and hosting	6,287	5,336	116	83	556	564	189	164	97	85	1,225	1,120	8,470	7,352
Materials and supplies	11,718	12,903	58	170	987	1,165	1,197	1,513	1,364	2,365	1,290	1,572	16,614	19,688
Renovations	3,450	3,088	382	29	284	644	2,206	2,203	2,259	584	1,591	232	10,172	6,780
Scholarships and bursaries	7,780	6,812	—	—	597	566	—	8	—	—	359	192	8,736	7,578
Utilities	3,474	3,397	31	26	37	51	16,417	15,360	347	63	143	173	20,449	19,070
Rental	841	839	93	97	20	17	87	51	569	551	111	74	1,721	1,629
Externally contracted service	2,795	2,928	90	298	114	121	1,591	2,745	1,648	2,635	831	678	7,069	9,405
Professional fees	3,002	2,693	11	24	127	31	293	306	-138	57	2,617	2,057	5,912	5,168
Other:														
Institutional memberships	389	270	49	48	34	20	8	4	16	10	358	290	854	642
Property tax	143	102	—	—	—	—	610	1,387	—	—	—	—	753	1,489
Insurance	223	231	—	—	—	—	34	36	4	2	868	884	1,129	1,153
Debt repayments	181	127	—	—	26	36	33	1	14	17	12	12	266	193
Space rental	733	561	—	—	10	8	—	—	—	—	79	32	822	601
Reference books	2,219	1,877	7,165	6,751	8	6	12	10	—	—	34	37	9,438	8,681
External cost recoveries	-3,595	-3,582	-93	-102	-61	-3	-11,537	-11,025	-703	-665	-522	-469	-16,511	-15,846
	39,640	37,582	7,902	7,424	2,739	3,226	11,140	12,763	5,477	5,704	8,996	6,884	75,894	73,583
	227,114	205,547	16,209	15,273	9,301	8,827	26,568	26,412	11,344	11,048	30,043	24,682	320,579	291,789

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 lecturers are represented by Lecturer's Union of Memorial University (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, 2009

	Salary Range (\$)
President and Vice-Chancellor	243,838 - 304,798
Vice-Presidents:	
Academic and Pro Vice-Chancellor	185,726 - 232,158
Administration & Finance	165,080 - 206,350
Research	165,080 - 206,350
Executive Director (Marine Institute)	141,498 - 176,872
Dean-Student Affairs & Services	159,562 - 199,453
Principal – Sir Wilfred Grenfell College (SWGC)	141,498 - 176,872

SCHEDULE D
(unaudited)

MEMORIAL UNIVERSITY OF NEWFOUNDLAND
ACADEMIC SALARY RANGES (note 1)
MARCH 31, 2009

	Salary Range (\$)	Actual Minimum & Maximum Salaries	Number of Employees
Academic Executive:	note (2)		15
Deans of Faculties/Schools			7
Directors of Schools			5
University Librarian			1
Associate Vice-President			2
Academic Management:	note (3)		77
Vice Dean (Medicine)			1
Vice-Principal (SWGC)			1
Associate Vice Principal Research (SWGC)			1
Associate Deans			14
Assistant Deans			5
Department Heads			38
Directors			5
Associate Directors			8
Associate University Librarians			4
Academic Staff:	28,202 - 136,378	33,370 - 187,427	1214
Professors	86,687 - 136,378	86,687 - 187,427	257
Associate Professors	73,255 - 110,193	73,255 - 148,810	287
Assistant Professors	63,181 - 78,292	53,107 - 106,835	294
Lecturers (note 4)	51,248 - 59,823	51,428 - 78,292	92
Co-op Education Coordinators	49,749 - 86,687	59,823 - 83,329	16
Librarians	44,712 - 120,267	46,391 - 108,514	37
Instructors - Marine Institute	28,202 - 106,090	33,370 - 100,385	231

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 \$6,000 to \$25,000 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 \$3,000 to \$10,000 depending on the size of their academic unit.

Note 4: Lecturers include 31 Visiting Professors paid on the lecturer scale.

SCHEDULE D
(unaudited)

MEMORIAL UNIVERSITY OF NEWFOUNDLAND
ADMINISTRATIVE SALARY RANGES (note 1)
MARCH 31, 2009

	Salary Range (\$)	Actual Minimum & Maximum Salaries	Number of Employees
Senior Administrative Management Level 1 to 5: (note 2)	88,465 - 173,461	88,465 - 157,850	102
Management and Professional Staff (note 3)	25,844 - 96,770	38,402 - 98,472	295
Administrative Staff (note 4)	25,586 - 110,594	25,586 - 69,722	1950

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.

