



MEMORIAL UNIVERSITY OF NEWFOUNDLAND

ANNUAL REPORT

2020-21



Board of Regents

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Honourable Tom Osborne, MHA
Minister of Education
Government of Newfoundland and Labrador
Confederation Building
St. John's, NL A1B 4J6

Dear Minister Osborne:

In accordance with the Board of Regents' responsibilities under the **Transparency and Accountability Act**, I present the 2020-21 annual report for Memorial University of Newfoundland, a category one entity.

The activities in this report coincide with initiatives outlined in the document Memorial University of Newfoundland Strategic Plan, April 1, 2020 - March 31, 2023, that was tabled in the House of Assembly.

The main strategic issues include:

- Teaching and learning
- Research, scholarship and creative activity
- Public engagement
- Enabling success

This report covers the university's annual objectives for April 1, 2020 to March 31, 2021; the first year of the three-year plan. My signature below is indicative of the Board of Regents' accountability for the results reported.

Sincerely yours,

A handwritten signature in black ink that reads "Iris Petten".

Iris Petten
Chair, Board of Regents

Land Acknowledgment

We respectfully acknowledge the territory in which we gather as the ancestral homelands of the Beothuk, and the island of Newfoundland as the ancestral homelands of the Mi'kmaq and Beothuk. We would also like to recognize the Inuit of Nunatsiavut and NunatuKavut and the Innu of Nitassinan, and their ancestors, as the original people of Labrador. We strive for respectful relationships with all the peoples of this province as we search for collective healing and true reconciliation and honour this beautiful land together.

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Institutional Overview

Memorial University was established in 1925 as a memorial to the Newfoundlanders who lost their lives on active service during the First World War and subsequent conflicts. What started as a small teachers' training school nearly 100 years ago has since grown into a comprehensive doctoral university offering more than 130 program options, a broad program of scholarly research and knowledge creation, as well as an array of public engagement activities. Now one of the largest educational institutions in eastern Canada, more than 19,000 students from over 100 countries are enrolled at Memorial University. From the classics to advanced technology, Memorial offers certificate, diploma, undergraduate, graduate, and postgraduate programs across five campuses, the Labrador Institute, and online. A global network of almost 100,000 accomplished alumni throughout the world strengthens Memorial University's capacity and reputation for leadership in research, teaching and public engagement.

As Newfoundland and Labrador's only university, Memorial has a special obligation to the people of this province. The university strives to have national and global impact, while fulfilling its social mandate to provide the people of the province with access to university education and to contribute to the social, cultural, scientific, and economic development of Newfoundland and Labrador and beyond.

Memorial University Campuses

St. John's Campus

The St. John's campus is Memorial's largest, with more than 40 buildings, housing teaching, research, and public engagement facilities supporting six faculties and six schools. The campus offers undergraduate, graduate, and professional programs in a comprehensive range of disciplines. Research facilities support the diversity of programs and reflect the university's mid-North Atlantic location and unique cultural heritage. The campus also houses central administrative services for the entire university system and the Queen Elizabeth II Library system, which has one of the most notable collections in Atlantic Canada.

Grenfell Campus

Western Regional College (renamed Sir Wilfred Grenfell College in 1979) was established in Corner Brook in 1975 to address the educational needs of the west coast of the province. Initially created to provide students with an opportunity to complete the first two years of their program on the west coast, the campus has evolved to offer a host of undergraduate and graduate degree programs in arts, sciences, environmental studies, and fine arts, among others. In 2010, the college became Grenfell Campus in recognition of its growth and development.

Marine Institute

The Marine Institute (MI) was established as the College of Fisheries, Navigation, Marine Engineering and Electronics in 1964 and merged with Memorial University in 1992. The Marine Institute campus is located in St. John's, with other facilities in Foxtrap, Holyrood, Stephenville, and Lewisporte. Having one of the most advanced and comprehensive collections of marine research and educational facilities, MI is recognized globally as a leader in marine education and applied research. MI offers a variety of graduate, undergraduate, diploma and certificate programs in areas related to fisheries and oceans, along with a vast array of industrial response courses and other outreach activities.

Harlow Campus

Memorial University's Harlow Campus is a small residential facility located abroad in Old Harlow, Essex, United Kingdom. A number of academic units at Memorial's campuses in Newfoundland and Labrador offer programs and credit courses at the Harlow Campus. The campus also houses a limited number of interns from Social Work, Pharmacy, Business, and Engineering programs. The campus also acts as a base for faculty members and graduate students conducting research or further study in the United Kingdom and the European Union.

Signal Hill Campus

Memorial's location at the site of the old Battery Hotel in St. John's was officially named the Signal Hill Campus in July 2018 and opened to the public in September 2018. With a focus on public engagement and innovation, the site includes conference and meeting facilities, graduate student accommodations and the following Memorial units: the Office of Public Engagement, the Gardiner Centre, the Genesis Centre, the Harris Centre, the Newfoundland Quarterly and the Johnson Geo Centre, along with the Memorial University Pensioners Association and the community organization, Business and Arts NL.

Labrador Institute

The Labrador Institute is a leading centre of research, education, policy, and outreach by and for the North. With an over 40-year presence in Labrador, the Labrador Institute was established by Memorial University to stimulate, coordinate, and support major University projects and programs and to expand the Labrador knowledge base through Northern-led and Northern-focused research and education. The goal of the Labrador Institute is to facilitate the educational aspirations, research requirements, and the socio-cultural well-being of the people of Labrador. In July 2020, Memorial established the School of Arctic and Subarctic Studies at the Labrador Institute, its first academic unit based in Labrador. The School of Arctic and Subarctic Studies and the Labrador Institute are working with key partners in Labrador to oversee the creation of interdisciplinary undergraduate, graduate, and post-graduate programming, and work towards the establishment of the Labrador Campus of Memorial University. Current offices exist in Happy Valley-Goose Bay and North West River.

The **Memorial University Act** specifies the role, responsibilities, structure and other governance and administrative aspects of the university. The legislation also defines the governance structure of the institution and the powers and responsibilities vested in it. The governance system is bicameral, having two governing bodies: the 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.” The Senate has “general charge of all matters of an academic character.”

The Board of Regents includes: ex-officio positions, members appointed by the Lieutenant-Governor in Council, members elected by Memorial University alumni, and student members appointed by the Lieutenant-Governor in Council. The following table presents the membership of the Board of Regents as of March 31, 2021.

Ex-Officio	Appointed by Lieutenant-Governor in Council	Elected by Memorial University Alumni Association	Students Appointed by Lieutenant-Governor in Council
Dr. Susan Dyer Knight, Chancellor	Iris Petten, Chair	Bud Davidge	Amaan Merchant
Dr. Vianne Timmons, President and Vice-Chancellor	Glenn Barnes	Cathy Duke	
Dr. Mark Abrahams, Provost and Vice-President (Academic), <i>Pro Tempore</i>	Joe Dunford	Dr. Rex Gibbons	
	Michelle Baikie	Ann Marie Hann	
	Karen McCarthy	Kerri Claire Neil	
	Eleanor Swanson	Andrea Stack	

Subsection 36(2) of the Act mandates that the university cannot incur liability or make an expenditure without the consent of the Lieutenant-Governor in Council that exceeds one-quarter of one per cent of the total of a grant made to the university by the provincial legislature and estimated revenue of the university from other sources for the current year. Section 38.1 of the Act is intended to preserve the autonomy of the institution, ensuring that the merits of decisions or actions of the Board or the Senate taken in contemplation of work customarily associated with a university is not questioned by the Auditor General and 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 subject to the **Transparency and Accountability Act**, though there are provisions in this Act intended to protect the autonomy of the institution.

Information about the mandate, lines of business and mission of the university can be found in Memorial’s [Strategic Plan 2020-23](#).¹

¹ MUN Strategic Plan submission for 2020-23 available at https://www.mun.ca/ciap/Planning/MUN_Strategic_Plan_2020-23.pdf

Key Statistics

Memorial's enrolment for the first year after receiving university status stood at only 307 students. Today, the university has enrolled 19,015 undergraduate and graduate students. While this enrolment has been achieved in large measure by educating and serving the people of Newfoundland and Labrador, the university now attracts a more diverse population of students from regional, national and international communities. The following table provides detailed academic program enrolment information for fall 2020 by campus, program level, gender and enrolment status.

	Undergraduate Degrees/Diploma & Certificates				Graduate Degrees				Total
	Female	Male	ND*	Total	Female	Male	ND*	Total	
St. John's Campus+	6,483	4,830	109	11,422	1,996	1,683	14	3,693	15,115
Full-time	5,988	4,469	101	10,558	1,190	1,320	10	2,520	13,078
Part-time	495	361	8	864	806	363	4	1,173	2,037
Grenfell Campus^	839	392	25	1,256	45	35	1	81	1,337
Full-time	778	357	23	1,158	43	34	1	78	1,236
Part-time	61	35	2	98	2	1	0	3	101
Marine Institute Campus-	268	724	10	1,002	114	146	3	263	1,265
Full-time	170	476	5	651	63	57	0	120	771
Part-time	98	248	5	351	51	89	3	143	494
On-line^T	755	539	4	1,298	0	0	0	0	1,298
Full-time	201	178	1	380	0	0	0	0	380
Part-time	554	361	3	918	0	0	0	0	918
Total~	8,345	6,485	148	14,978	2,155	1,864	18	4,037	19,015

+ Includes Centre for Nursing Studies

^ Includes Western Regional School of Nursing

~ Excludes Marine Institute industrial response courses. This data is published only once a year and therefore represents the previous academic year. The total enrolment in these courses for the 2019-20 academic year was 3,474 and the revenue generated from enrolment subsidizes the administrative and academic costs of the Institute.

* Excludes 255 post-graduate medicine students

- Note: Students studying at Harlow Campus or the Labrador Institute are included in the campus where they registered for their academic programs.

^T Note: this tally includes students who are registered in only online courses. Online courses are delivered by St. John's campus, Grenfell Campus, or Marine Institute.

As of March 2021, Memorial employed more than 3,700 faculty and staff across its campuses, as shown in the table below.

	Faculty*				Staff*				Total
	Female	Male	Not Specified	Total	Female	Male	Not Specified	Total	
St. John's Campus	529	635	0	1,164	1215	778	6	1,999	3,163
Full-time	448	546	0	994	1,112	742	3	1,857	2,851
Part-time	81	89	0	170	103	36	3	142	312
Grenfell Campus	47	57	0	104	102	63	0	165	269
Full-time	40	53	0	93	94	62	0	156	249
Part-time	7	4	0	11	8	1	0	9	20
Marine Institute	43	145	0	188	92	62	0	154	342
Full-time	41	138	0	179	92	62	0	154	333
Part-time	2	7	0	9	0	0	0	0	9
Total	619	837	0	1,456	1,409	903	6	2,318	3,774

* – Signal Hill Campus, Harlow Campus and Labrador Institute staff are included in the St. John's Campus numbers.

Memorial University's fiscal year is April 1 to March 31. Financial statements are prepared by the university's Financial and Administrative Services staff and audited by an external auditor. In 2020-21, the total operating budget for the university (including the Faculty of Medicine which is funded separately through a grant from the provincial Department of Health and Community Services) was \$443.7 million and the capital budget was \$2.4 million. Revenues included: grants from the provincial government of \$362.2 million; student tuition and other fees of \$71.4 million; a grant from the federal government of \$4.7 million; and smaller sources of income, including endowments and investments.

Highlights and Partnerships

Memorial's multi-faceted response to the COVID-19 pandemic included the creation of additional supports for students, tools for employees and resources for the wider community. This included, but was not limited to:

- Implementing pandemic-related academic changes, such as remote learning and increased pass/fail grading options.
- Implementing remote work solutions for most employees, and ensuring a safe work environment for those required to be on campus.
- Enhancing online supports for academic advising, mental health and other student and employee services.
- Creating Kickstart, a program that enabled new students in the Fall 2020 semester to ease into university life through first-year undergraduate courses offered online during the preceding spring semester.
- Surveying students to understand and address the challenges of remote instruction.

- Developing detailed processes, plans and procedures to ensure health and safety at all campuses. This included creating new tools, such as the campus density calculator, to support evidence-based decision making related to the pandemic.
- Establishing the COVID-19 Research Working Group and Pandemic Planning Subcommittee to ensure Memorial's research activities could continue safely and appropriately.
- Collaborating with the wider community to source existing PPE early in the pandemic; helping to design, fabricate and test PPE. Researchers partnered with community groups for studies aimed at addressing technical challenges and pandemic-related research.

Memorial is proud of many key accomplishments during 2020-21. The following are some examples.

- Enrolment growth
- Improved retention of new matriculants
- Pivot to remote instruction
- Participation in the Times Higher Education Impact rankings
- Development of a new Innovation Strategy for Memorial University

Memorial has reached several milestones in 2020-21 with regard to key infrastructure projects.

- St. John's Campus – Core Science Facility: The Core Science Facility (CSF) is scheduled for completion in 2021 and will open September 2021.
- St. John's Campus - Animal Resource Centre: Construction on the Animal Resource Centre (ARC), a research and teaching facility, began in the fall of 2017, is substantially complete and will open in 2021.
- Marine Institute – Holyrood Marine Base: In November 2020, construction began on Holyrood Marine Base Phase IIB, a new 36,000ft² multipurpose building to provide technical workspace, dry laboratories, classrooms and offices that will enhance collaboration among researchers, students and industry partners. Funding support from the project was secured from the Atlantic Canada Opportunities Agency (ACOA), the Provincial Government and Memorial/Marine Institute. The Marine Institute has also acquired land on Horizon Drive to begin the construction of a storage facility and laydown area to support the operations of the Marine Base. Construction is expected to be complete in 2021. Funding support for this project was provided by ACOA and Memorial/Marine Institute.
- In Fall 2020, the Marine Institute opened the Underwater Exploration Laboratory. This state-of-the-art facility is used by the School of Ocean Technology to enhance its education of students in the field of subsea robotics and to assist in ocean mapping research. The development of this laboratory was made possible with investments from the Government of Canada through the Atlantic Canada

Opportunities Agency (ACOA), the Government of Newfoundland and Labrador, and the Marine Institute.

A number of new academic programs were launched at Memorial in 2020-21 and significant achievements among existing programs were celebrated.

- Memorial has announced a new program to support Newfoundland and Labrador students who have been in foster care. The program will provide financial support, including full-time undergraduate tuition and other required institutional fees, for a maximum of four years and up to eight semesters.
- Marine Institute launched four new graduate programs in Fall 2020: PhD in Maritime Studies; Master of Science in Maritime Studies; Master of Applied Ocean Technology (Ocean Mapping); Graduate Diploma in Applied Ocean Technology (Ocean Mapping).
- The Marine Institute's new Certificate in Leadership program was approved by Senate for Fall 2021 launch. The program is designed for students who are interested in exploring the field of leadership. Its goal is to enhance the leadership skills of the leaders of tomorrow while strengthening the relationships between the civilian and military domains and Canadian universities. The new Master of Science in Applied Geomatics program was approved by Senate in February 2021. This program combines intensive training in Geomatics offered through College of the North Atlantic's post-diploma program in GIS with focused research toward a Master's thesis based at Grenfell Campus.
- The new degree of Doctor of Philosophy in Boreal Ecosystems and Agricultural Sciences was approved by Senate in February 2021. This program combines intensive training in theory and analytical approaches to boreal systems, and is offered in the School of Science and the Environment, Grenfell Campus.
- The Nurse Practitioner (NP) program has received a gold-star review and a full seven-year approval from the College of Registered Nurses of Newfoundland and Labrador (CRNNL).
- In July 2020, Memorial became a national leader with the adoption of a groundbreaking new Indigenous research policy. The Board of Regents approved the Research Impacting Indigenous Groups policy – the first of its kind known in Canadian universities.
- Memorial's Indigenization Strategy was approved by Memorial's Board of Regents in March 2021 following four years of planning and an extensive consultation process with members of Indigenous communities across Newfoundland and Labrador in 26 consultations that took place over a one-year period. The draft framework was made available to Indigenous communities and the Memorial University community for review and feedback. Three overarching themes emerged throughout the consultations: increasing knowledge of Indigenous peoples and places; Indigenizing the academy; and strengthening university-Indigenous community relationships. The development of the framework focused on these three areas in order to guide Memorial's efforts to indigenize the

- academy, address truth and reconciliation, and to support decolonization. The framework is endorsed for a five-year period to set a course for indigenization at Memorial.
- In July 2020 Senate approved the creation of the School of Arctic and Subarctic Studies at the Labrador Institute, the first academic unit of Memorial in Labrador. A curriculum committee has been created and program development has begun for undergraduate, graduate, and post-graduate certificates, diplomas, and degrees, supporting significant new Northern-focused and Indigenous-led educational opportunities.

Key partnerships continue to support growth and innovation at Memorial. The following are examples of partnerships that were established or have continued during 2020-21.

- The historic 10-year partnership with Nunavut Arctic College continued with work towards the delivery of a refocused Nunavut Teacher Education Program and a joint Bachelor of Social Work program.
- Memorial launched the Signal Initiative to bring together Newfoundland and Labrador's thriving innovation ecosystem to build on recent successes and to set a solid foundation for the future of innovation in the province. Members, including representatives from governments, industry and academia, will share insight and advice on how to maximize Memorial's innovation-related programming and investments for the benefit of both students and the companies that will eventually hire and/or collaborate with them.
- Memorial University and Athabasca University (AU) signed a partnership agreement in November 2020 between Memorial's School of Graduate Studies and AU's Faculty of Graduate Studies. The partnership is meant to support professional development for graduate students and supervisors.
- Marine Institute – Holyrood Marine Base: In February 2021, a sensor web for marine monitoring was installed through a partnership with Oceans Networks Canada. This sensor web is connected to integrated information technology and data management systems, and is designed to accommodate the integration of new sensors and technologies for testing and demonstration.

Marine Institute and College of the North Atlantic (CNA) have expanded the articulation agreement to allow graduates of 19 CNA Technology Diploma programs to pursue the 2-year Bachelor of Technology program at MI. The eligible technology programs are from CNA's Schools of Engineering Technology, Health Sciences, and the Information Technology arm of Business & IT, which includes CNA's newest diploma program in Software Development (Co-op).

Report on Strategic Issues

Memorial's 2020-23 Strategic Plan sets out four priority issues:

1 Teaching and Learning

2 Research, Scholarship and Creative Activity

3 Public Engagement

4 Enabling Success

Memorial University's 2020-23 Strategic Plan sets out four priority issues: teaching and learning; research, scholarship and creative activity; public engagement; and enabling success. These priority areas continue the strategic directions from the 2017-20 Strategic Plan while integrating new indicators to enhance the university's strategic vision. The following section provides an overview of activities covering the first year (2020-21) of the three-year plan.

Throughout 2020-21, members of the Memorial community were highly engaged in the creation of a new strategic plan for Memorial University. More than 1,200 people participated in approximately 60 consultation sessions. A volunteer facilitation team, made up of faculty, staff and students from diverse backgrounds, were highly engaged in the creation of the plan entitled "**Transforming Our Horizons**" 2021-26. Memorial's new strategic plan, **Transforming Our Horizons**, will guide the university towards a brighter future in which Memorial contributes to a socially resilient, economically prosperous, culturally vibrant, inclusive, healthy and sustainable Newfoundland and Labrador. This plan will be referenced throughout the remainder of this report simply as **Transforming Our Horizons**.

The university is a complex, decentralized organization with a multitude of academic, administrative and support units. As a comprehensive university, it offers a wide variety of educational programs, conducts research in a vast range of subject areas, and is involved in many initiatives across the university's campuses that serve the needs of the province and beyond. The scope and magnitude of its operations makes the preparation of these annual reports challenging. Efforts have been made to produce a document that is comprehensive, yet concise.

Issue 1: Teaching and Learning

Over the period of 2020-2021, Memorial University has worked toward its goal to enhance its teaching and learning environment, primarily through initiatives of the current Teaching and Learning Framework (TLF) with the goal to strengthen the student educational experience through accessibility, engagement and student success. The university has:

- Enhanced programs and services to support teaching and learning, including a new virtual Academic Success Centre for students, and establishment of new professional development opportunities and online resources for instructors by the Centre for Innovation in Teaching and Learning to support remote instruction.
- Engaged students, educators, staff and the community to support teaching and learning with initiatives such as a new Indigenization strategic framework, the Teaching and Learning Conference, and the student award for outstanding self-directed learning.
- Continued collaboration with College of the North Atlantic on student-related initiatives, including the shared experiences of student learning using the Brightspace Learning Management System.

Memorial acknowledges that a key challenge in achieving its goal is that of implementing an evaluation plan that assesses the institutional impact of the TLF. The action on the framework happens at the academic-unit level. As Memorial is a multi-disciplinary and multi-campus university, the TLF is applied in a variety of different contexts across these academic units making it difficult to consolidate the impact of the TLF at the institutional level. Memorial continues to strive to develop systems and processes towards collecting data on and analyzing the metrics of the TLF in an effort to ensure the educational experience for all students is strong.

Goal 1:	By March 31, 2023, Memorial University will have enhanced its teaching and learning environment.
Objective:	By March 31, 2021, Memorial University will have identified opportunities and initiatives to further enhance the teaching and learning environment in alignment with the Teaching & Learning Framework 2023 and Transforming Our Horizons . ²

² See Teaching & Learning Framework 2020-23 at https://www.mun.ca/vpacademic/TLF_2023.pdf and strategic plan at <https://www.mun.ca/strategicplanning/>

2020-21 Results:

Indicator 1: Continued implementation of the Teaching and Learning Framework 2023.

In 2020-21 Memorial continued to implement the Teaching and Learning Framework 2023 (TLF), launched in December 2018, through a number of initiatives.

- Memorial announced a new program to support Newfoundland and Labrador students who have been in foster care. The program will provide financial support, including full-time undergraduate tuition and other required institutional fees, for a maximum of four years and up to eight semesters;
- Memorial University is in the process of hiring five new full-time, tenure-track Indigenous academic staff, in support of the Strategic Framework on Indigenization 2020-2025. These positions will advance Indigenous scholarship and support Indigenous worldviews;
- Marine Institute launched four new graduate programs in Fall 2020: PhD in Maritime Studies; Master of Science in Maritime Studies; Master of Applied Ocean Technology (Ocean Mapping); Graduate Diploma in Applied Ocean Technology (Ocean Mapping).
- Memorial transitioned existing supports to online and created new initiatives to help students, particularly incoming students, transition to university life during remote delivery. For example, the Centre for Innovation in Teaching and Learning (CITL) assisted various Help Centres to move to a remote model to support their students. The pandemic also led to a more timely implementation of a new centralized Academic Success Centre (www.mun.ca/munup/vscc) supported by CITL. Established in time for the winter 2021 semester, the Academic Success Centre is a student-centered hub for academic information, tools, programs and events offered by units at the St. John's campus that aims to help students succeed in their learning. This is currently a website whose aim is to provide academic support resources to all students regardless of location.
- CITL administered the Memorial University Award for Outstanding Self-directed Learning that celebrates undergraduate students with the qualities and skills that enable them to manage their own learning and successfully undertake self-directed learning projects.
- CITL created new professional development opportunities and online resources to prepare and support instructors in remote instruction.
- The Associate Vice-President (Academic), Students, and the Associate Vice-President, Teaching and Learning, created a Task Force on Experiential Learning to define and clarify experiential learning on the St. John's campus.
- Marine Institute launched the MI Start Up site to support students during online learning.

- The Office of Career Integrated Learning at Marine Institute offered webinars and other online support for students preparing for workterm placements during the pandemic.
- Marine Institute launched MI Journey, a transition program to assist new students with their post-secondary preparations. MI Journey is a self-directed, self-paced program available through the Brightspace learning management system.
- The Grenfell Campus Office of Engagement has partnered with the Northern Peninsula (Mekap'sk) Mi'kmaq Band, Norpen Aboriginal Women's Circle, and Norpen Status of Women's Council to establish learning hubs and digital hotspots to provide quiet spaces with reliable internet access in rural communities.
- Marine Institute launched MI Lead, a student leadership program for MI students, supported by the Fry Foundation Student Leadership Initiative.
- The Marine Institute's new Certificate Program in Leadership was approved by Senate for Fall 2021 launch. The program is designed for students who are interested in exploring the field of leadership. Its goal is to enhance the leadership skills of the leaders of tomorrow while strengthening the relationships between the civilian and military domains and Canadian universities.
- In February 2021, the Senate approved the new Degree of Doctor of Philosophy in Boreal Ecosystems and Agricultural Sciences. This program combines intensive training in theory and analytical approaches to boreal systems, and is offered in the School of Science and the Environment, Grenfell Campus.
- In July 2020, Senate approved the creation of the School of Arctic and Subarctic Studies at the Labrador Institute, the first academic unit of Memorial in Labrador. A Curriculum Committee has been created and program development has begun for undergraduate, graduate, and post-graduate certificates, diplomas, and degrees, supporting significant new Northern-focused and Indigenous-led educational opportunities.

Indicator 2: Identified and implemented teaching and learning initiatives outlined in Transforming Our Horizons.

Due to the impacts of the COVID-19 pandemic, Memorial University's 2021-26 plan entitled Transforming Our Horizons was not approved during the 2020-21 reporting period. Therefore, work toward this indicator did not commence. The identification and implementation of teaching and learning initiatives outlined in Transforming Our Horizons will begin in the 2021-22 fiscal year.

Indicator 3: Enhanced coordination among programs and services in support of teaching and learning.

In 2020-21, Memorial continued to enable and enhance coordination among programs and services to support teaching and learning.

- During 2020-21 the Labrador Institute transitioned from an administrative to an academic unit, and launched the School of Arctic and Subarctic Studies. The School of Arctic and Subarctic Studies works closely with the three Indigenous governments in Labrador, and the Academic Council has voting representation from the three Indigenous groups. The School of Arctic and Subarctic Studies is continuing to develop partnerships with units throughout Memorial to develop joint programming in Labrador, as well as with partners throughout Labrador to meet community needs and priorities.
- Memorial has launched the [Academic Success Centre](#), an online hub for information, tools, programs, and events aimed at supporting students through their academic journey.³

Indicator 4: Improved use of information and metrics to support teaching and learning programs and services.

Memorial continued its commitment in 2020-21 to improve information and metrics to guide teaching and learning programs and services on campus.

- During the Spring 2020 semester Memorial University offered the KickStart program. This program consisted of a suite of first-year undergraduate online courses for which students admitted for the Fall 2020 semester could register. These offerings were intended to allow new students to ease into their program during the period of remote learning and the COVID-19 pandemic;
- Memorial participated in the National Survey of Student Engagement (NSSE) for 2020-21, organizing a working group of internal stakeholders to support and promote the effective use of the survey results.
- During October 2020 the Centre for Innovation in Teaching and Learning led a student survey to identify and address student needs and challenges during remote instruction. The survey received 2,786 open ended responses, and a [full report](#) on the results was released in November 2020.⁴
- Memorial has conducted an in-depth analysis of the Winter 2020 academic performance profile. The results of this academic performance profile are particularly relevant due to the abnormal nature of the 2020-21 academic year in response to the COVID-19 pandemic. The university is analysing the effects of pandemic-related changes, including remote learning and increased pass/fail grading options.

³ The Academic Success Centre can be accessed via <https://www.mun.ca/munup/vssc/>

⁴ Survey results are available at <https://citl.mun.ca/studentsurveyresults.php>

- The School of Arctic and Subarctic Studies Academic Council and Curriculum Committee is developing locally appropriate and culturally relevant teaching and learning metrics for programming, which consider Indigenization and multiple ways of knowing, doing, and being.

Indicator 5: Initiated discussions regarding opportunities for collaboration with College of the North Atlantic.

Throughout 2020-21, Memorial continued its commitment to advance collaboration with College of the North Atlantic.

- Marine Institute and CNA have expanded the articulation agreement to allow graduates of 19 CNA Technology Diploma programs to pursue the 2-year Bachelor of Technology program at MI. The eligible technology programs are from CNA's Schools of Engineering Technology, Health Sciences, and the Information Technology arm of Business & IT, which includes CNA's newest diploma program in Software Development (Co-op).
- In February 2021, the Senate of Memorial University approved a new program of Master of Science in Applied Geomatics. This program combines intensive training in Geomatics offered through College of the North Atlantic's post-diploma program in GIS with focused research toward a Master's thesis based at Grenfell Campus.
- Through the Pye Centre for Northern Boreal Food Systems, the Labrador Institute has been in early discussions with the College of the North Atlantic's Agricultural Technician program to support student internships and learning at the Pye Farm.

Summary

The last year focused on the implementation of teaching and learning objectives while supporting students through the challenges associated with the COVID-19 pandemic. The university focused on integrating the three spheres of accessibility, engagement, and student success, designed to help shift the environment toward more collaborative and interdisciplinary activities. As such, Memorial has met the 2020-21 objective with regard to teaching and learning.

2021-22 Objective

Objective: By March 31, 2022, Memorial University will have continued to undertake activities to enhance its teaching and learning environment.

Indicators:

- Identified and implemented teaching and learning initiatives outlined in Transforming Our Horizons.
- Continued to implement the Teaching & Learning Framework 2023.
- Continued to enhance coordination among programs and services in support of teaching and learning.
- Continued to improve the use of information and metrics to support teaching and learning programs and services.
- Continued discussions regarding opportunities for collaboration with College of the North Atlantic.

Issue 2: Research, Scholarship and Creative Activity

Research is a core priority for Memorial and is a vital component of the critical mission of the university. Through the innovative work of our talented researchers, Memorial plays a central role in helping build a prosperous future for Newfoundland and Labrador. Significant growth in research funding to Memorial researchers from industry and other sources has increased the university's economic impact on the province.

The leading-edge work of faculty, graduate students and staff across the disciplines underscores a deep and unwavering commitment to research excellence. In spite of an unprecedented pandemic, Memorial steered through a year of uncertainty, leading the Atlantic region in sponsored research income and seeing the expansion of several key research initiatives. Researchers and technical staff mobilized to collaborate with the wider community, demonstrating Memorial's indispensable role in the global response to COVID-19. Teams helped design, fabricate and test personal protective equipment while researchers partnered with community groups for studies aimed at addressing technical challenges and pandemic-related research.

Complementing the institutional strategic planning process, the Vice-President (Research) continued to lead planning focused on the mandate, vision and future growth of Memorial's research enterprise.

Enhancing Memorial's reputation as a national and international leader for groundbreaking research remains a key priority for the institution in order to attract top graduate students, faculty and funding. In the past year, Memorial maintained its ranking as one of Canada's top 50 research universities, moving up two spots on the *Research Infosource* listing of leading post-secondary institutions. It ranked Memorial [No. 18 among this country's top research universities](#), with \$160,636,000 in sponsored-research income reported for fiscal year 2019, an increase of 37.5 per cent over fiscal year 2018. This growth means Memorial is the [leader among Atlantic Canadian universities](#).

Goal 2:	By March 31, 2023, Memorial University will have enhanced its research profile and productivity.
Objective:	By March 31, 2021, Memorial University will have identified opportunities and initiatives to enhance the creation and profile of research and scholarly activity in alignment with the new university strategic plan.

2020-21 Results:

Indicator 1: Identified and implemented research-related initiatives outlined in new Transforming Our Horizons.

Due to the impacts of the COVID-19 pandemic, Memorial University's 2021-26 plan entitled Transforming Our Horizons was not approved during the 2020-21 reporting period. Therefore, work toward this indicator did not commence. The identification and implementation of research-related initiatives outlined in Transforming Our Horizons will begin in the 2021-22 fiscal year.

Indicator 2: Enhanced support and services to individuals and groups engaged in research and scholarly knowledge creation.

Memorial University continued to improve supports and services for research and knowledge creation in 2020-21.

- In July, Memorial became a national leader with the adoption of a groundbreaking new Indigenous research policy. The Board of Regents approved the Research Impacting Indigenous Groups policy – the first of its kind known in Canadian universities.
- Establishment of the COVID-19 Research Working Group and Pandemic Planning Subcommittee to ensure Memorial's research activities could continue safely and appropriately given the COVID-19 pandemic.
- In November, Memorial held 45 events as part of Research Week 2020. This week-long celebration of research included presentations from all academic units as well as community partners.
- Formation of a Research Advisory Committee on Equity, Diversity and Inclusion (EDI) to provide strategic advice and recommendations on all matters relating to EDI in research activities, research initiatives, research policy, and funding opportunities.
- In Fall 2020 the Marine Institute opened the Underwater Exploration Laboratory. This state-of-the-art facility is used by the School of Ocean Technology to enhance its education of students in the field of subsea robotics and to assist in ocean mapping research. The development of this laboratory was made possible with investments from the Government of Canada through the Atlantic Canada Opportunities Agency (ACOA), the Government of Newfoundland and Labrador, and the Marine Institute;
- In Fall 2020 Memorial hosted the Institute of Electrical and Electronics Engineers (IEEE) Oceanic Engineering Society Autonomous Underwater Vehicle (AUV) Symposium for the first time. This symposium was scheduled to take place in-person, but was hosted remotely due to COVID-19 restrictions. There were more than 100 registrants and 70 paper presentations from 20 countries. Paper topics included leading edge AUV developments in navigation, design, control, sensor design and data fusion, autonomy, mission planning, applications, multi-vehicle systems and open source robotics.

- Memorial facilitated the Social Sciences and Humanities Research Council town hall with the Memorial community in February 2021.
- The creation of the new School of Arctic and Subarctic Studies, and the associated Academic Council with voting membership from the Nunatsiavut Government, Innu Nation, and NunatuKavut Community Council, are strengthening research relationships, strategies, and priorities for the Labrador Institute, focused on Northern-led, Northern-focused, and Northern-based priorities and approaches.
- The Pye Centre for Northern Boreal Food Systems at the Labrador Institute developed and launched a community farm research process, including principles and values, local research priorities, and a research application process. To support this work, the Pye Centre Advisory Committee (PCAC) was created to guide the research directions of the Pye Centre, as well as review and approve research applications. An ad hoc working group of the PCAC is developing a research plan for the Pye Centre.

Indicator 3: Secured external funding to support research and creation of scholarly knowledge.

During 2020-21, Memorial University continued to secure external funding to support research and knowledge creation.

- Nearly \$1 million, from Canadian Institutes of Health Research (CIHR), was announced in May 2020 to examine correctional officers' mental wellness.
- Memorial researchers secured more than \$8 million for more than 40 awards from the Natural Sciences and Engineering Research Council of Canada (NSERC), as announced in June 2020.
- Marine Institute was awarded \$445,000 in NSERC funding.
- Next-generation researchers received more than \$750,000 in scholarship and fellowship funding in June 2020.
- In June 2020, researchers secured a total of \$480,000 in funding from the Social Sciences and Humanities Research Council of Canada (SSHRC) and the [New Frontiers in Research Fund](#) (NFRF); leading and emerging social scientists were awarded more than \$1 million in SSHRC funding in July 2020; and in August 2020, seven researchers shared more than \$385,000 in federal funding awarded by SSHRC.
- The Canada Foundation for Innovation announced more than \$830,000 for critical infrastructure and equipment for five specialized research projects in August 2020.
- During Research Week in Fall 2020, the provincial Department of Industry, Energy, and Technology, announced \$1.6 million in funding for eight research projects at Memorial. The projects are leveraging more than \$2 million from national and international sources and are led by researchers based in the faculties of Humanities and Social Sciences, Medicine, Science, and the Marine Institute.
- Doctoral researchers secured \$360,000 from the Social Sciences and Humanities Research Council in November 2020.
- The Labrador Institute is the provincial hub for the Canadian Institutes of Health Research (CIHR) Network Environment for Indigenous Health Research, a five-year,

\$10 million project that created the Wabanaki-Labrador Indigenous Health Research Network. This network is a dynamic, diverse, interdisciplinary and inclusive collaboration of Mi'kmaq, Wolastoqiyik, Inuit, Innu, and Passamaquoddy community members, organizations, health professionals, students, academics, traditional healers and allies from the four provinces of Atlantic Canada.

- The School of Arctic and Subarctic Studies received \$150,000 from ArcticNet's North by North funds to support Northern-led research in Labrador.

Indicator 4: Engaged external collaborators and community partners in research and scholarly knowledge generation.

Memorial University engaged a range of collaborators and community partners in research and knowledge generation during 2020-21.

- In March 2021, the [Canada Foundation for Innovation](#) invested \$6,773,058 for the creation of the Atlantic Canada Environmental and Sustainable Chemistry Centre (ACES Centre), which will be located in the [Core Science Facility](#). The ACES Centre will be equipped with high-performance instrumentation for chemical and materials analysis for research, such as environmental monitoring, sustainable resource development and green materials synthesis. This project is a partnership with chemists and environmental scientists at Saint Mary's University in Halifax, N.S.
- The Marine Institute is supporting the \$29 million Ocean Aware project announced by Canada's Ocean Supercluster consortium.
- Joint funding of \$8.9 million was secured for the Centre for Research and Innovation, to be operated by Grenfell Campus in the Corner Brook's downtown core. Support will be provided through collaborations with the Government of Canada, the Provincial Government Departments of Industry, Energy, and Technology, Education, Immigration, Population Growth and Skills, and Fisheries, Forestry, and Agriculture, the City of Corner Brook, and Corner Brook Pulp and Paper Ltd.
- Grenfell Campus is the western NL lead in the Atlantic Climate Change Hub, a partnership with UPEI aimed at fostering regional capacity around climate change issues.
- The Marine Institute is collaborating with the provincial fire commissioner's office to examine firefighting strategies and equipment used in rural areas of Newfoundland and Labrador. The two-year research project will address declining populations and make recommendations on new firefighting methods to limit the risk experienced by communities. For the third time in recent years, Memorial was the only Canadian university ranked as one of the best post-secondary institutions in the world for the study of marine/ocean engineering. Memorial ranked 36 for that subject in the Shanghai Ranking's 2020 Academic Ranking of World Universities.
- The Labrador Institute and the School of Arctic and Subarctic Studies has a foundational principle of conducting all research with community and Indigenous partnerships, in Labrador, throughout the province, in the Atlantic region, and across the country. Examples include partnerships with: the Sheshatshiu Innu First Nation to

conduct archaeological research and summer school; the Nunatsiavut Government and NunatuKavut Community Council around Inuit pedagogies and educational opportunities; the Nunatsiavut Government, NunatuKavut Community Council, and the Torngat Wildlife, Plants, and Fisheries Secretariat on Inuit-caribou relationships; and the Wabanaki-Labrador Network

- The Labrador Institute is a lead partner in the Wabanaki-Labrador Indigenous Health Research Network, which brings together Mi'kmaq, Wolastoqiyik, Inuit, Innu, and Passamaquoddy community members, organizations, health professionals, students, academics, traditional healers and allies from the four provinces of Atlantic Canada (\$10 million).
- In Fall 2020, Grenfell's Office of Research and Graduate Studies issued its 2019 annual report, titled "Powered by Grenfell."⁵

Indicator 5: Sought research opportunities with College of the North Atlantic

Throughout 2020-21, Memorial continued its commitment to advance research collaboration with College of the North Atlantic.

- In Fall 2020, representatives from Grenfell Campus, College of the North Atlantic, and the Cabox Aspiring Geopark launched the Cabox Collaborative. The first project being undertaken by the Cabox Collaborative is the Appalachian-Caledonian GIS Database, with the goal of developing an educational website designed to identify, compile and present the geological, ecological and sociological features of the Appalachian-Caledonian region.
- In December 2020, Memorial launched the Signal Initiative, which co-ordinates a group of members of the provincial innovation ecosystem and Memorial for discussion and collaboration, all with the goal of supporting and strengthening innovation in Newfoundland and Labrador. Members include representatives from governments, industry and academia, including the College of the North Atlantic.
- Through the Pye Centre for Northern Boreal Food Systems, the Labrador Institutes participates in an agricultural working group, hosted by Agrifoods and Agriculture Canada, which includes members from CNA. In these meetings we discuss opportunities for research collaborations around Northern agriculture, food security, cold climate agriculture, and greenhouse technologies.

⁵ Powered By Grenfell report available at <https://www.poweredbygrenfell.com/index.php>

Summary

During 2020-21, Memorial responded to the needs of the people of this province through its diverse research activities.

The research, scholarship and creative activity led by our innovators, inventors, scientists and creators is helping solve industry challenges, creating new commercial activities, generating new knowledge and enriching our province and world. Our teams continue to support the economic, social and cultural development of Newfoundland and Labrador.

Researchers forged new provincial, national and international partnerships, secured significant funding from a variety of sources and were recognized globally for their dedication and contributions to their disciplines.

Memorial remains committed to strengthening the impact and integrity of Indigenous research; raising the university's worldwide reputation; and leading innovative research and innovation-driven entrepreneurship that is making a difference in Newfoundland and Labrador and beyond. Such achievements indicate that Memorial has achieved its objective for 2020-21 regarding research, scholarship and creative activity.

2021-22 Objective

Objective: By March 31, 2022, Memorial University will have continued activities to enhance the creation and profile of research and scholarly activity.

Indicators:

- Identified and implemented research-related initiatives outlined in **Transforming Our Horizons**.
- Continued to enhance support and services to individuals and groups engaged in research and scholarly knowledge creation.
- Continued to secure external funding to support research and creation of scholarly knowledge.
- Continued to engage external collaborators and community partners in research and scholarly knowledge generation.
- Continued to pursue research opportunities with College of the North Atlantic.

Issue 3: Public Engagement

Memorial is recognized as a national leader in public engagement, with the Office of Public Engagement serving as a catalyst for action on Memorial's Public Engagement Framework.

In fulfilling the university's role as a public university, members of Memorial's community have contributed to the social and economic development of the province, emphasizing the importance of sustained partnerships with community, industry, government, and Indigenous organizations in Newfoundland and Labrador, and beyond.

In response to COVID-19, groups within Memorial mobilized quickly by adjusting to new ways of working, and developing tools and strategies to support existing relationships and new partnerships. The Emera Innovation Exchange at Signal Hill Campus implemented a hybrid model for events, offering a combination of online and in-person support, while the Office of Public Engagement launched a pandemic response fund to assist with immediate identified needs. Grenfell Campus mobilized two E-Learning Hubs to help support rural students' virtual learning by partnering with communities and organizations on the west coast of the island, along with many other examples of activity between internal and external groups working together for common goals.

Memorial maintains its strong public engagement presence throughout the province through long-standing collaborations, meaningful public dialogue, and community-responsive activity. The focus remains on partnerships that involve mutual contribution, mutual benefit, and mutual respect as guiding principles.

Goal 3:	By March 31, 2023, Memorial University will have enhanced its public engagement within the province and beyond.
Objective:	By March 31, 2021, Memorial University will have identified opportunities and initiatives to enhance its public engagement provincially, nationally and internationally in alignment with the new university strategic plan.

2020-21 Results:

Indicator 1: Identified and implemented public-engagement-related initiatives outlined in the Transforming Our Horizons.

Due to the impacts of the COVID-19 pandemic, Memorial University's 2021-26 plan entitled Transforming Our Horizons was not approved during the 2020-21 reporting period. Therefore, work toward this indicator did not commence. The identification and implementation of teaching and learning initiatives outlined in Transforming Our Horizons will begin in the 2021-22 fiscal year.

Indicator 2: Supported individuals and groups involved in public engagement activities with Memorial.

Memorial continued to provide support to those among the university community involved in public engagement activities in 2020-21.

- The Office of Public Engagement launched the COVID19 Quick Start Fund for targeted pandemic response. Eleven projects were funded in 2020 that addressed issues such as the needs of long-term care residents, those with respiratory illnesses, international students and newcomers to Newfoundland and Labrador, and new moms, among others.
- The Johnson Geo Centre launched a youth-based climate innovation project, Climate Collective, with more than 20 partners, the support of ACOA and the province. Geo received a multi-year grant from Global Affairs Canada to take the project to Arctic regions, also allowing for opportunities to engage youth across northern Labrador and Canada as well as northern Europe on issues around climate change solutions.
- Grenfell Campus's Offices of Research and Engagement, in partnership with Northern Peninsula (Mekap'sk) Mi'kmaq Band, Norpen Aboriginal Women's Circle, and Norpen Status of Women's Council established an "E-Learning Hub" to support local students and community members with a quiet space and reliable internet access. Limited access to reliable internet and cellular phone coverage in rural areas prompted Grenfell's Office of Engagement to reach out to partners to establish learning "hubs" and "hotspots" in Port Saunders and St. George's. The hubs are also available for the general public/community members, with the goal to provide a model for additional hubs around the province.
- Grenfell Campus is embarking on a major renovation and research initiative to support the development of the Corner Brook Centre for Research and Innovation. The centre was announced in 2020 with over \$8 million in funding by federal and provincial governments, the City of Corner Brook, as well as and Corner Brook Pulp and Paper Ltd. (CBPPL) to invest in local and regional economic growth through

innovation, research and training. The training portion will be delivered by the College of the North Atlantic. The centre will serve as the hub of the regional innovation system with focus areas of entrepreneurship, training and succession planning of skilled workers, environmentally conscious industry opportunities and products, and local and regional agriculture activities and initiatives. The Centre will also provide internship opportunities for graduate students at Grenfell and students at CNA.

- Memorial's Indigenization Strategy was approved by Memorial's Board of Regents in March 2021, following four years of planning and an extensive consultation process with members of Indigenous communities across Newfoundland and Labrador in 26 consultations that took place over a one-year period. The draft framework was made available to Indigenous communities and the Memorial University community for review and feedback. Three overarching themes emerged throughout the consultations: increasing knowledge of Indigenous peoples and places; indigenizing the academy; and strengthening university-Indigenous community relationships. The development of the framework focused on these three areas in order to guide Memorial's efforts to indigenize the academy, to address truth and reconciliation, and to support decolonization. The framework is endorsed for a five-year period to set a course for Indigenization at Memorial.
- In Fall 2020 the Centre for Social Enterprise launched Newfoundland and Labrador's first social enterprise incubator. The Social Ventures Incubator, housed at the Faculty of Business Administration, provides space and funding for students who are developing enterprises with a strong focus on social, environmental, or cultural value in addition to growth and profit.
- A number of annual public engagement events at the Marine Institute, including the Regional MATE ROV competition, the Nautical Skills Competition and the Model Boat Race, which include engagement with junior and high schools around the province were postponed due to the COVID-19 pandemic.
- The creation of the School of Arctic and Subarctic Studies at the Labrador Institute involved significant public engagement and partnership, particularly with the three Indigenous governments in Labrador. This historic development also saw the creation of an Academic Council to govern the School of Arctic and Subarctic Studies, with voting representation from the Nunatsiavut Government, the NunatuKavut Community Council, and the Innu Nation. This means that for the first time academic decisions will be made in partnership with the three Indigenous groups, creating substantial new opportunities for shared programming and ongoing relationships and partnerships.
- The Pye Centre for Northern Boreal Food Systems at the Labrador Institute launched a number of engagement activities, including: the creation of the Pye Centre Advisory Council (PCAC), which brings together farmers, Indigenous leaders, community food organizers, and provincial and federal representatives to make decisions on the research, education, and community activities at the Pye Centre; the launch of a monthly Farmers Circle, which brings together local farmers to talk about their needs, priorities, challenges, and opportunities, and to link them to

researchers at the university, provincial, and federal levels; and working with the three Indigenous governments to design on-farm wellness and training programs.

- Labrador Institute faculty, staff, and students participate regularly in academic and public conferences, media, public dialogues, national and international policy discussions, expert testimonies, federal taskforces, and events and roundtables, contributing evidence-based decision-making and informed perspectives on Northern-led, Northern-focused, and Northern-based issues and priorities.

Indicator 3: Raised awareness of achievements, collaborations and partnerships in public engagement involving Memorial.

During 2020-21, Memorial highlighted and celebrated a number of public engagement activities and achievements at the university.

- The President's Award for Public Engagement Partnerships was awarded to Dr. Tom Cooper, Faculty of Business Administration, together with community partner, Carolann Harding of SmartICE, for their program that connects young people in the North and students at Memorial with opportunities to learn and grow. As part of Nain's SmartICE Northern Production Centre in which Inuit youth from the community work to support the manufacturing of SmartBUOY monitoring devices, Memorial's Centre for Social Enterprise, the School of Social Work and SmartICE collaborated to facilitate the first internship at the production centre in which a Memorial student was hired as the first Northern Logistics Coordinator.
- The Harris Centre launched Cenario Sessions, a special series of virtual events in partnership with Conference Events and Services, which explored the impacts of COVID-19 on the NL economy (and examined pandemic recovery efforts in these sectors). There were 5 sessions in total, from May to July 2020, covering topics such as small and mid-sized businesses, tourism, fishery and aquaculture, green technology, and mining. Guests included industry, government, and community partners, as well as Memorial researchers.
- The Navigate Entrepreneurship Centre and the Grenfell Office of Engagement delivered 120 events and meetings (in-person and online) to support entrepreneurs, innovation and industry engagement during the pandemic, involving a total of more than 2,200 people.
- As part of Memorial's Cold Ocean and Arctic Science, Technology and Society (COASTS) initiative, the Office of Public Engagement led the Global Arctic Leadership Initiative in partnership with the University of the Arctic, the University of the Yukon and Nunavut Arctic College, with Memorial's component totalling over \$2.9 million, with almost \$2.4 million from the Federal Department of Global Affairs. This partnership will position Memorial, and Newfoundland and Labrador, as a leader in publicly engaged cold-ocean, Arctic, and Northern research, teaching & learning, and public engagement.
- The Memorial Centre for Entrepreneurship (MCE) received GlobalNL's inaugural Community Impact Award. The award recognizes and celebrates organizations that

are furthering GlobalNL's mission to support, connect and empower Newfoundlanders and Labradorians. When the pandemic closed the MCE's physical space and cancelled in-person events, it shifted to a successful virtual learning environment where online events flourished and entrepreneurial work terms grew significantly.

- In Fall 2020, the Grenfell Office of Engagement launched its 2019 annual report, titled "[Empowered By Community](#).";⁶
- In September 2020 the provincial government and Memorial University announced \$600,000 in joint funding to assist with the re-opening of the Aquarena pool. This Aquarena is the only 50-metre pool in Newfoundland and Labrador and is only one of three competitive pools in Atlantic Canada. This facility enables physical activity and promotes health and well-being for Memorial students, faculty and staff as well as members of the broader community;
- Memorial participated in Times Higher Education (THE) Impact Rankings for the first time in 2020-21. The THE Impact Rankings are the only global performance rankings assessing universities against the United Nations' Sustainable Development Goals (SDGs).
- In January 2021 Memorial University held its first-ever convocation in Labrador to honour the exceptional lives, achievements, and contributions of renowned Elders Dr. Jean Crane and Dr. Nellie Winters. Presided over by Chancellor Dr. Susan Dyer Knight and President Dr. Vianne Timmons, this convocation was also the first to feature all-Indigenous performers, including Inuk soprano Deantha Edmunds, Labrador folk legend Richard Neville, and Voices of the Drum, a youth drum group. This event was live-streamed to audiences around the world and recorded for posterity.
- The Labrador Institute and School of Arctic and Subarctic Studies has continued to grow its online and social media presence, including: conducting a content refresh of the Labrador Institute website to now include the School of Arctic and Subarctic Studies, and information on the transition to the new School and future Campus of Memorial University; launching the Pye Centre for Northern Boreal Food Systems online blog (Heart and Soil), research portal and research application site, and general information; and launching the Laboratory for Applied Archaeological Research and Community Heritage (LARCH), led by Dr. Scott Neilsen, an interdisciplinary lab dedicated to supporting individuals, communities, not-for-profit organizations, and local governments with research related to archaeological history, community heritage, and tangible and intangible cultural heritage. With the creation of the School of Arctic and Subarctic Studies, the Labrador Institute is continuing to strengthen connections in Labrador and across the North, including with other Northern post-secondary institutions.

⁶ Visit the Empowered By Community report at <http://www.empoweredbycommunity.ca/>

Indicator 4: Facilitated and participated in informed public dialogue.

During 2020-21, Memorial facilitated and participated in a variety of public engagement and dialogue.

- In January 2021 the Harris Centre launched a new Public Policy forum series, Forecast NL, focused on issues relating to the province's climate, economy, and society. This 18-month project, which receives input from a steering committee of Memorial University researchers, as well as industry and Indigenous representatives, incorporates virtual public speaker forums and expert panel discussions, various online content (including visual, audio, and written materials), and a dedicated interactive engagement platform where citizens can connect.
- The Office of Public Engagement launched the Signal initiative (in partnership with the Office of Research) in December 2020. The Signal Initiative coordinates a group of members of the provincial innovation ecosystem and Memorial for discussion and collaboration, with the goal of supporting and strengthening innovation in Newfoundland and Labrador.
- Alumni Engagement, in partnership with the Faculty of Humanities and Social Science, launched HSS 101; a four-part public series highlighting the humanities and social sciences in thought-provoking presentations. The series features engaging, passionate faculty members with an unbounded discipline devotion.
- In June 2020 the Grenfell Campus Office of Research and Graduate Studies, the Grenfell Campus Indigenous Resource Centre, and the Bay St. George Mi'kmaq Cultural Revival Committee partnered to host a virtual symposium focused on Indigenous studies in campus-community collaboration.
- Through Dr. Ashlee Cunsolo, founding Dean of the School of Arctic and Subarctic Studies, the Labrador Institute is a member on the federal Task Force for Northern Post-Secondary Education, working with representatives from across the North to make recommendations to the federal government on the ways to improve access to high-quality and diverse educational opportunities for Northern learners.
- The Labrador Institute faculty, staff, and students continue to remain active in informing public debate, dialogue, and knowledge, including extensive knowledge communication and sharing, community events and public talks, regular media appearances, sitting on national and international scientific and advisory committees, providing expert testimonies, and contributing to national and international policy debates.

Summary

During 2020-21, Memorial launched new programs and initiatives, allowing the university to reach more individuals, groups, and partners, including in rural areas of the province. Existing initiatives also experienced growth, seeing larger audiences and increased demand for events, activities, and funding opportunities. Such achievements indicate that Memorial has achieved its objective for 2020-21 regarding public engagement.

2021-22 Objective

Objective: By March 31, 2022, Memorial University will have continued activities to enhance its public engagement provincially, nationally and internationally.

Indicators:

- Identified and implemented public-engagement-related initiatives outlined in Transforming Our Horizons.
- Continued to support individuals and groups involved in public engagement activities with Memorial.
- Continued to raise awareness of achievements, collaborations and partnerships in public engagement involving Memorial.
- Continued to facilitate and participate in informed public dialogue.

Issue 4: Enabling Success

The objectives under Memorial's strategic goals in teaching and learning, research, and public engagement can only be met if the overarching conditions enable success. At Memorial, this means that university infrastructure is maintained and the institution is operating efficiently and effectively.

In 2017-18 Memorial released the Multi-Year Infrastructure Plan 2017-2023 as an update to Memorial's earlier infrastructure plan (2014-2020). The new document reflects the changing realities surrounding the university and sets up-to-date priorities regarding infrastructure.

During 2020-21 work continued on key infrastructure projects such as the Core Science Facility, the Animal Resource Centre, and the Regional Research and Innovation Hub at Grenfell Campus. Memorial also continued to address deferred maintenance projects, largely with funding generated through the Campus Renewal Fee.

Memorial reaffirmed its focus on operational efficiencies. During 2020-21 Memorial University undertook improvement efforts through process review and modernization, strategic realignment and consolidation, and strategic change initiatives across the organization.

Goal 4:	By March 31, 2023, Memorial University will have completed efficiencies to enhance operational success.
Objective:	By March 31, 2021, Memorial University will have identified opportunities to undertake priority deferred maintenance projects as per available funding, enhance infrastructure and achieve operational efficiency in alignment with the new university strategic plan.

2020-21 Results:

Indicator 1: Identified and implemented initiatives related to administrative and operational efficiencies as outlined in Transforming Our Horizons.

Due to the impacts of the COVID-19 pandemic, Memorial University's 2021-26 plan entitled Transforming Our Horizons was not approved during the 2020-21 reporting period. Therefore, work toward this indicator did not commence. Identification and implementation of administrative and operational efficiencies initiatives outlined in Transforming Our Horizons will begin in the 2021-22 fiscal year.

Indicator 2: Continued implementation of the recommendations of the infrastructure plan.

Over the course of 2020-21, progress was made on a number of projects identified in the multi-year infrastructure plan:

- St. John's Campus – Core Science Facility: The Core Science Facility (CSF) is scheduled for completion in 2021 and will open September 2021.
- St. John's Campus - Animal Resource Centre: Construction on the Animal Resource Centre (ARC), a research and teaching facility, began in the fall of 2017, is substantially complete and will open in 2021.
- St. John's Campus - Deferred Maintenance: Over the course of fiscal year 2020-21, progress was made on a number of identified deferred maintenance (DM) projects in the following areas:
 - Roofing, architectural, civil, and structural;
 - Electrical;
 - Mechanical;
 - Utilities Annex.
- St. John's Campus – Energy Performance Contract: In 2017 Memorial University entered into an agreement with Honeywell for the second phase of an Energy Performance Contract (EPC). The EPC focuses on energy-efficient solutions designed to upgrade facilities, reduce operating costs, improve indoor air quality, and reduce environmental emissions. Memorial is implementing measures and strategies across the St. John's and Grenfell campuses to conserve energy, reduce utility costs and decrease greenhouse gas emissions. The EPC project achieved substantial completion December 2020.
- St. John's Campus – The Ocean Frontier Institute (OFI), Core Science Facility: The OFI will provide 20,000 square feet of new research and administrative space for staff and researchers. OFI is a collaborative research initiative to harness the vast potential of the world's oceans. Planning for the space is underway, with anticipated opening in spring 2022.
- St. John's Campus & Surrounding Area - Campus Master Plan Update: Memorial is currently completing an update to the 2007 Campus Master Plan for the St. John's campus and surrounding areas, including the Signal Hill Campus. The Campus Master Plan is a decision-making tool that is continuously revised to answer the challenges of a thriving and evolving campus, and provide a vision for campus infrastructure development to 2030 and beyond.
- Grenfell Campus – Regional Aquatic Centre: In May 2020 the provincial and federal governments announced \$24.7 million in funding toward building the Regional Aquatic Centre, a state-of-the-art facility to be located on Grenfell Campus in partnership with the City of Corner Brook.
- Marine Institute – Holyrood Marine Base: In February 2021 a sensor web for marine monitoring was installed through a partnership with Oceans Networks Canada. This sensor web is connected to integrated information technology and data

management systems, and is designed to accommodate the integration of new sensors and technologies for testing and demonstration. In November 2020 construction began on Holyrood Marine Base Phase IIB, a new 36,000ft² multipurpose building to provide technical workspace, dry laboratories, classrooms and offices that will enhance collaboration among researchers, students and industry partners. Funding support for the project was secured in from the Atlantic Canada Opportunities Agency (ACOA), the provincial government and Memorial/Marine Institute. The Marine Institute has also acquired land on Horizon Drive to begin the construction of a storage facility and laydown area to support the operations of the Marine Base. Construction is expected to be complete in 2021. Funding support for this project was provided by ACOA and Memorial/Marine Institute.

- Security and access to buildings on St. John's campus was improved through the wider implementation of card access and upgrading of security cameras.

Indicator 3: Determined and implemented administrative and operational efficiencies.

Throughout 2020-21, Memorial University identified and implemented administrative and operational efficiencies:

- Facilities Management (FM) has been on the front-line response and continued operations during the COVID-19 pandemic to ensure university COVID-19 operational requirements are met. In addition, over the course of 2020/2021 FM completed a number of initiatives related to achieving operational efficiencies, including but not limited to, implementation of e-surplus disposal process, resulting in paper reduction and streamlined process.
- Facilities Management is a partner in the Strategic Procurement project and this year progress has been made on: realignment of procurement, tendering, and open calls for bids.
- The purchasing policy for Memorial University has been updated to include new procurement thresholds aligned with process improvements and operational efficiencies for procurement processes in the Vice-President (Finance and Administration) portfolio and across the university.
- Procurement bid openings now occur virtually via WebEx, which allows for a more streamlined, efficient process, and provides the ability for vendors from any location to join the public opening.
- Enhanced central strategic procurement expertise now assists all parts of the university and ensures compliance with the **Public Procurement Act**. Processes for procurement are being centralized in the Vice-President (Administration & Finance) portfolio for improved quality and productivity.
- Financial Services is implementing an electronic journal voucher process, including data entry, backup documentation, and electronic approvals. Faster processing, improved access to data, and paper reduction are all benefits of this initiative.
- A program for reactive and planned asbestos abatement work is underway in the Office of the Chief Risk Officer (OCRO) – Environmental Health and Safety unit. By

having a dedicated position assume responsibility for field level requirements of the Asbestos Management Program, Memorial will help ensure that updated workplace assessments are representative of existing conditions and kept current, the potential for exposure for workers and other occupants is minimized, and cost savings are realized by avoiding re-work to abate areas because of outdated records or unavailable records of prior abatement work.

- Memorial capitalized on opportunities for technology collaboration, development, and high adoption rates created by the pandemic. Existing and new technology solutions have been used to support the pandemic response and enable remote work, including the rollout of WebEx video conferencing on an enterprise level that has been essential to operational efficiency for remote work, but also brings benefits for how and where work is done now and beyond the pandemic.
- The Office of the Chief Information Officer (OCIO) and the OCRO also developed applications for the sharing of data and dashboards to support decision-making and keep the university informed during the pandemic. A geo-spatial application was developed to provide information with regard to population density on campuses depending on risk levels of COVID-19. The application has long-term application beyond the pandemic.
- Ancillary Operations was merged with Student Residences. This merger of units will improve administrative and operational efficiencies while also improving service to the university community.
- OnBase implementation for academic recruitment and administrative units: This records management platform will streamline process, reduce the risk of human error, improve the process regarding letters of appointment and employment, and reduce use of paper.
- The Campus Renewal Fee, introduced in 2017-18 to support revitalization of physical and technological infrastructure on campus, continues to be allocated by the Board of Regents based on recommendations made by the Enterprise Risk Management Committee. In the 2020-21 academic year \$6 million was allocated to multiple projects in Information Technology Services and Facilities Management.
- With the announcement of the new School of Arctic and Subarctic Studies, the Labrador Institute is going through a restructuring and efficiency process to align with becoming an academic unit, and to achieve the new goals and priorities of the school. Planning is also beginning to look for new transitional space to support the growth and development of Memorial's presence in Labrador and the increasing academic programming and research activity, and to consider opportunities for new infrastructure and infrastructural partnerships from industry, private, and federal sources.

Indicator 4: Status of the Facilities Condition Index and variance from previous year

As of March 31, 2021, Memorial's Facilities Condition Index (FCI) was 23.8%, which was a 1.2% reduction (improvement) over the previous year. This decline was mainly due to more comprehensive audits of a number of buildings on the St. John's campus.

Summary

During 2020-21, progress continued on key infrastructure and deferred maintenance projects and the university launched a number of new initiatives to support improved operational efficiency. Memorial has therefore met its objective regarding enabling success for 2020-21.

2021-22 Objective

Objective: By March 31, 2022, Memorial University will have continued activities to complete priority deferred maintenance projects as per available funding, enhance infrastructure and achieve operational efficiency.

Indicators:

- Identified and implemented initiatives related to administrative and operational efficiencies as outlined in Transforming Our Horizons.
- Continued to implement recommendations outlined in the infrastructure plan.
- Continued to determine and implement administrative and operational efficiencies.
- Continued to monitor status of the Facilities Condition Index and variance from the previous year.

Opportunities and Challenges

Memorial University continues to face significant challenges as it seeks to fulfill its mission. These includes shifting enrolment trends, changing program demands, aging infrastructure and improving the overall experience and success of our students, as well as budgetary challenges.

During the 2020-21 year Memorial University also responded to the global COVID-19 pandemic by pivoting to remote learning for students and work-from-home operations for faculty and staff. This required an institution-wide adjustment, with the development and implementation of complex system changes to support our strategic priorities. Despite these challenges, Memorial continues to assess the many opportunities that support progress towards its strategic goals. The university will continue to rethink, innovate and adjust to meet the changing needs of today's students and the needs of the province, all the while being mindful of the challenging fiscal realities.

Memorial University strives to be an open and transparent institution that is accountable to its funders and responsible for its actions. The university will continue to operate in a manner that encourages broad communication about its progress towards stated goals and objectives, activities, and use of resources.

In the 2020-21 academic year Memorial University embarked on a robust strategic planning process to develop a new pan-institutional strategic plan. The new strategic plan will guide all plans and frameworks and the 3-year strategic plan to government in the future.

In addition to the strategic plan, Memorial's new approach to budget planning will provide important guidance to ensure that activities undertaken continue to be strategic and efficient. Overall, the university has been successful in achieving all of its stated objectives for 2020-21.

Appendix

**Memorial University of Newfoundland Consolidated Financial Statements with
Supplementary Schedules March 31, 2021.**

FORTHCOMING