



ANNUAL REPORT

07/08

Our Mandate

Co-ordinate and facilitate Memorial University's activities relating to regional policy and development. Advise on building the University's capacity. Identify priority themes and projects relating to: teaching, research and outreach.

Our Vision

The Harris Centre's vision for Newfoundland and Labrador is of a vibrant democracy with informed citizens actively engaged in realizing a prosperous and sustainable society which values individual and collective responsibility for decision-making and development, true to our unique culture and identity.

Our Values

The Harris Centre aspires to live up to the reputation of Dr. Leslie Harris, in whose honour the Centre was named:

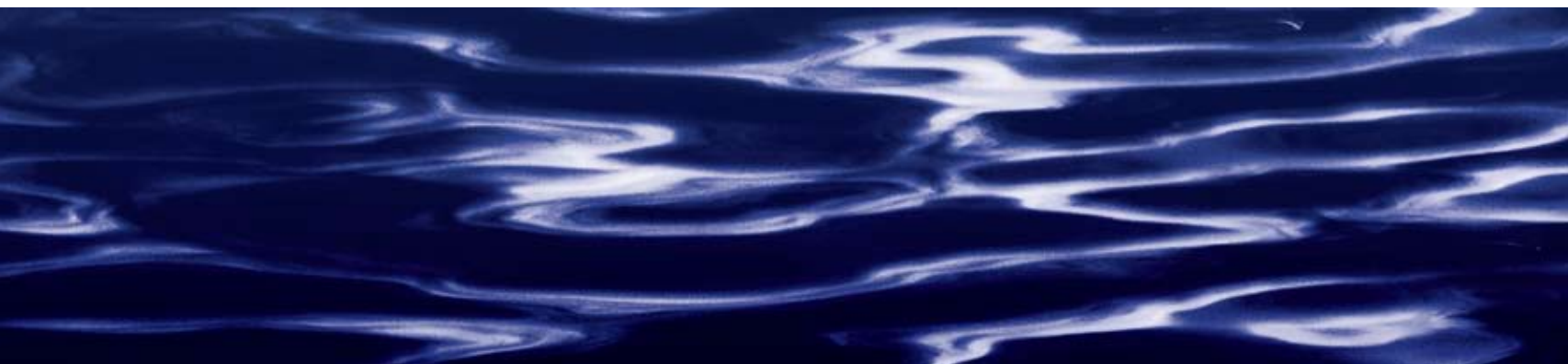
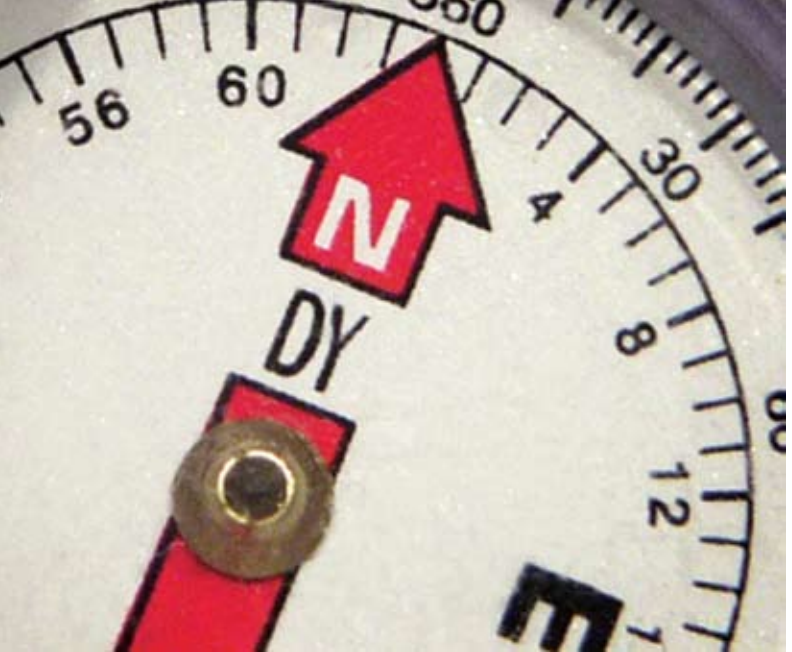
Integrity: The Harris Centre is an honest broker that harnesses the resources of the University in speaking truth to power at all levels.

Independence: The Harris Centre respects the professional expertise of Memorial's faculty, staff and students in providing objective contributions to regional policy and development.

Transparency: The Harris Centre adopts best practices in governance, decision making and communications to ensure fair and open operations.

Collaboration: The Harris Centre recognizes the contributions of individual citizens, private, public and community organizations, as well as Memorial faculty, staff and students, in the collective advancement of regional policy and development.

Practical Application: The Harris Centre will encourage research, teaching and outreach that are relevant to the needs of the citizens, communities and organizations of Newfoundland and Labrador and to the governance of the province.



A portrait of an older man with grey hair, wearing a dark blue academic robe with gold embroidery on the collar and a patterned tie. He is looking slightly to the right. The background is a light, textured wall. To the right, a portion of a red book spine is visible.

INTEGRITY INDEPENDENCE RELEVANCE

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DR. LESLIE HARRIS (October 24, 1929 - August 26, 2008)
Memorial University President 1981-1990

When the Public Policy Research Centre and the Centre of Regional Development Studies were to be merged in 2004, the idea to name the new centre after Dr. Leslie Harris seemed perfect. Dr. Harris' career and values embodied the contribution that the new centre was intended to make to Newfoundland and Labrador.

Leslie Harris was born in rural Newfoundland, the son of a fisherman, and he never lost his connection to the way of life of the province. He was an avid salmon fisherman and a dedicated berry picker. When his health prevented him traveling too far from St. John's, it was his trips to Fogo Island that he said he missed the most. His wife Mary was from Fogo, and they enjoyed many years visiting their summer home there, out on the berry grounds and enjoying, according to Dr. Harris, the best salt fish that could be found anywhere. Dr. Harris' love for and knowledge of the fishery and rural Newfoundland and Labrador were eloquently captured in his many inspirational talks and speeches over the years.

When he returned to Newfoundland with his Oxford University PhD, he helped design a new history program at Memorial that introduced students to history as a discipline. As he taught it, history was not about remembering names and dates, but it was about interpreting the past, understanding differing perspectives, and reaching your own conclusions.

This intellectual discipline was reflected in Dr. Harris' work as an administrator and as a leader in the province's public policy community. Whether it was as a labour arbitrator, the leader of an historic task force on the fishery, or the head of the Royal Newfoundland and Labrador Constabulary Police Complaints Commission, Leslie Harris was trusted to assess the merits of all arguments and evidence and reach fair and practical conclusions. He brought the same wisdom to his years as a senior administrator, vice-president (academic) and president at Memorial University. Through all his life and career, Leslie Harris personified integrity as an individual and engendered respect for the independence of the university as an institution. These values of integrity and independence have become the guiding principles of the Harris Centre.

For the first four years of the Harris Centre, we were able to meet with Dr. Harris on occasion to discuss our progress, and when his health permitted, he attended our annual Christmas reception and brought words of encouragement and guidance. We were fortunate that Dr. Harris agreed to allow us to name the Harris Centre in his honour. We work every day to live up to his reputation and to his values of integrity and independence, while making a practical contribution to the needs of Newfoundland and Labrador.



MESSAGE FROM THE ACTING PRESIDENT

I am extremely proud of the Harris Centre's success in connecting Memorial University with the needs of Newfoundland and Labrador. When I returned to Memorial University as Vice-President (Academic) early in 2004, the Harris Centre had not yet been established. The Centre of Regional Development Studies and the Public Policy Research Centre proposed that they be merged to form the Harris Centre and this new, combined mandate made perfect sense. Memorial's budget was very tight in 2004-05, but it was clear that this new centre was needed, and that it would justify the support that was allocated.

When Dr. Leslie Harris agreed to have the new centre named in his honour, we all knew his reputation would raise expectations and heighten the need for the Centre to succeed. I know that based on the first four years of the Centre's activities, Dr. Harris was very proud to have his name associated with the important work of the Centre. Indeed, a photo of the Harris Centre launch was one of very few photos, all connected to Dr. Harris' life at Memorial, on display at the funeral home in August of 2008. We at Memorial were fortunate to benefit from the leadership and wisdom of Dr. Harris for so many years, and we are honoured to recognize his contributions through the good work of the Harris Centre.

Memorial University faculty, staff and students have bought into the Harris Centre in very tangible ways. They have presented at workshops and conferences. They have attended the tremendous regional workshops organized by the Harris Centre. They have responded to requests to connect teaching, research and outreach with the needs of the province. And communities, businesses and non-governmental organizations have quickly recognized the Harris Centre as an efficient and effective way to harness the resources and expertise of the university. All three orders of government have also partnered regularly with the University by utilizing the Harris Centre's programs and services. Indeed, a level of trust has developed to the point that Cabinet Ministers frequently seek the independent expertise of university faculty via the Harris Centre.

I look forward to even greater things from the Harris Centre as we at Memorial continue to deliver on our mandate to contribute to the social and economic development of the province. We are proud of what we have achieved to date, and we are committed to contributing even more in the future. Many thanks to the Harris Centre Advisory Board for their guidance to the Harris Centre, and congratulations to Rob Greenwood and the Harris Centre team on their path-breaking work!

Dr. Eddy Campbell
Acting President and Vice-Chancellor



MESSAGE FROM THE DIRECTOR

This Annual Report marks a transition in the evolution of the Harris Centre.

For our first four years, we have run full out creating awareness of our mandate and services, experimenting with programs and approaches and basically responding to every opportunity and request that came our way. We had to "build the brand" and prove that a small unit could serve as a broker and facilitator to access the vast resources of Memorial University. Not to blow our own horns (or maybe we are!), we think we've done that.

The single largest challenge the Harris Centre has now is responding to the volume of requests that come to us from within the university and from communities and organizations from throughout

Newfoundland and Labrador – and beyond! There is no doubt that our practical, results-based approach to defining projects and partnerships, our ability to access funding (never enough!) and our never-ending communication of results, has unleashed a pent-up demand for "knowledge mobilization." While the term knowledge mobilization is certainly cumbersome, it is used increasingly to highlight the wide range of approaches universities need to take to engage their communities – however defined – and to create and share knowledge collaboratively and practically. The Harris Centre is increasingly recognized nationally and internationally for our practical approaches to making knowledge mobilization happen.

This Annual Report highlights how this success has only been possible through the active engagement by Memorial faculty, staff and students, across all faculties and departments. The messages from the Deans included in this report are illustrative, not exhaustive, of the "champions" within Memorial University who support connecting teaching, research and outreach with the needs of the province. The challenge for us now is to develop processes to leverage the vast opportunities to connect faculty, staff and students with the needs of the province. We will never have the resources within a small unit to be hands-on with the multitude of opportunities. We are reviewing our programs and developing on-line tools and project-management approaches to maximize our reach with available resources. We will be consulting with our stakeholders, within and outside the university, to determine where our efforts are best focused. As we approach our 5th year of operations, we are architecting the Harris Centre for long-term success. We look forward to working with you and your organization to mobilize knowledge to achieve our vision of a prosperous and sustainable Newfoundland and Labrador.

Dr. Rob Greenwood

Director



Dr. Reeta Tremblay
Dean of Arts

THE HARRIS CENTRE COLLABORATING WITH THE FACULTY OF ARTS

With over 4,000 students, 175 faculty members, and sixteen departments, the Faculty of Arts is the largest faculty at Memorial University. It is therefore not surprising that the Harris Centre has undertaken such a high volume of work with the administration, the faculty and the students of the Faculty of Arts.

The Faculty of Arts has worked closely with the Harris Centre on a number of successful events and initiatives over the past few years. We have co-hosted the John Kenneth Galbraith Lectureship in Public Policy which has featured such diverse speakers as historian Dr. Margaret MacMillan and Geir Haarde, Prime Minister of Iceland. We have co-presented public policy forums on everything from the Atlantic Accord to Aboriginal governance in Labrador. The regular synergy sessions and regional workshops with participation from Faculty of Arts presenters have made a great impact.

The Harris Centre is also an active participant with the Faculty of Arts as we develop new curricula and has been the employer of many an arts student over the years. We also continue to work together in terms of research and innovation in the social sciences and humanities.

On behalf of the Faculty of Arts, I look forward to continuing our mutually beneficial relationship with the Harris Centre and to further improving relationships between the community and the university.

John Kenneth Galbraith Lectureship in Public Policy

This lectureship is a joint initiative among the Office of the President, the Office of the Dean of Arts, and the Harris Centre. Since 2001, there have been six public lectures featuring speakers of national and international renown.

“Memorial Presents” Public Policy Forums

Researchers and thinkers from the Faculty of Arts have presented at eleven public forums, dealing with subjects as diverse as Aboriginal governance, oil and gas economics, regionalization of public services, the role of higher-education institutions in regional development, and labour shortages.

Synergy Sessions

Synergy Sessions are in-camera sessions which bring together government officials, representatives of non-governmental organizations and academics to discuss important issues of public policy. The Faculty of Arts has supplied presenters for seven such sessions, dealing with such topics as urban-rural interactions, the role of volunteers in regional development, clustering in the high-tech industries, and intra-provincial migration.

Research Funding

Since the inception of the Harris Centre's Applied Research Fund in 2005, eleven grants have been awarded to faculty and students of the Faculty of Arts, totaling nearly \$122,000. Research topics have included small-scale hydroelectric generation, preserving Mi'kmak music, Federal Government presence in Newfoundland and Labrador, and socio-economic indicators of well-being.

The Harris Centre's Strategic Partnership Initiative Fund, for its part, has contributed \$20,000 to graduate and undergraduate students in the Faculty of Arts, to research such issues as provincial economic competitiveness, a fixed link between Labrador and Newfoundland, and women living and working in rural areas.

Participation in Regional Workshops

Since 2005, the Harris Centre has organized eleven Regional Workshops around the province. These workshops provide an opportunity for faculty, staff and students of Memorial University

to meet local leaders and stakeholders. At these Workshops, the Harris Centre seeks to generate new opportunities for collaboration between the University and the community.

The Faculty of Arts has been a strong supporter of these Workshops. Nearly 30 members of the Faculty of Arts, including Dean Tremblay, have attended at least one Workshop. Because of their efforts, numerous new opportunities for collaboration have been identified, and many faculty, staff and students have volunteered to follow up these new opportunities.

New opportunities include researching the history of mining in Labrador West, a discussion on the regional dialects of the Eastport Peninsula for tourism interpreters, the revival of traditional crafts and music, and the refinement of a community play in the Labrador Straits region.

Other Activities

Faculty members from the Department of Economics have met on two occasions with Ministers of the Government of Newfoundland and Labrador, in meetings arranged by the Harris Centre, to discuss issues of importance to the government.

Since the Harris Centre's inception in 2004, thirty students have been employed at the Centre from the Faculty of Arts, as research assistants, event coordinators, report writers, etc.

The Faculty of Arts participated in two major events organized by the Harris Centre dealing with immigration issues: the Atlantic Metropolis Centre's annual retreat in 2007 and the Immigration and Settlement Workshop in 2008. Faculty members have also participated in other events, such as the City of St. John's Vandalism Workshop (2006) and the symposium on the economic benefits of the oil and gas industry in Newfoundland and Labrador (2007).

Finally, the Faculty of Arts is heavily involved in two major research projects coordinated by Dr. Rob Greenwood: "the Social Dynamics of Economic Performance: Innovation and Creativity in City Regions" and "the Governance of Rural-Urban Interaction". Kelly Vodden, Drs. Tremblay, Josh Lepawsky and Alvin Simms, and a number of graduate students are involved in these two projects which, together, have brought over \$400,000 of research funding to Memorial University.



The Faculty of Business Administration has been fortunate to collaborate with the Harris Centre on a variety of initiatives. Our faculty and students have participated in Regional Workshops, Synergy Sessions and public policy forums. Moreover, the Harris Centre has provided valuable research funding that is helping us explore a variety of new areas, including how to best position Memorial University as a national and international leader in the study of strategic risk.

The Harris Centre has created numerous opportunities for meaningful interaction across the province. Building this connection with the community is very important to the Faculty of Business, as it helps ensure that our programs stay relevant and our students are aware of the issues and opportunities they will face in the workforce. Thanks to Harris Centre initiatives, we are better able to build these connections throughout Newfoundland and Labrador.



Dr. Gary Gorman
Dean of Business Administration

THE HARRIS CENTRE COLLABORATING WITH THE FACULTY OF BUSINESS ADMINISTRATION

With its 1,200 students and 40 faculty members, the Faculty of Business Administration exerts a strong influence over the governmental, business and non-governmental sectors in Newfoundland and Labrador. The Harris Centre has complemented the Faculty's existing activities in the following areas:

Drs. Dale Foster and David Stewart delivered two "Memorial Presents" sessions, the former on rural Internet connectivity and the latter comparing regional development approaches in Ireland and in Newfoundland and Labrador.

A number of faculty and staff members have participated in "Synergy Sessions", which brought together representatives from the University, government, business and the non-governmental sector.

Two students from the Masters in Business Administration program have received funding

under the Harris Centre's Strategic Partnership Initiative Fund, Roseanne Leonard and Jie Xiong.

The Faculty was well represented at the Harris Centre's Regional Workshops. Susan Vaughan of the Centre for International Business Studies attended every workshop and worked on many of the follow-up opportunities arising from the workshops.

Since the Harris Centre's inception in 2004, the Harris Centre has hired ten students or recent graduates of the Faculty of Business Administration. As just one example, Dr. Amy Hsiao, a student in the MBA program, worked on a science and technology policy research project in 2007-08. And John Duff, Steve Browne and Alison White all worked for extended periods at the Harris Centre.

THE HARRIS CENTRE COLLABORATING WITH THE FACULTY OF ENGINEERING AND APPLIED SCIENCE

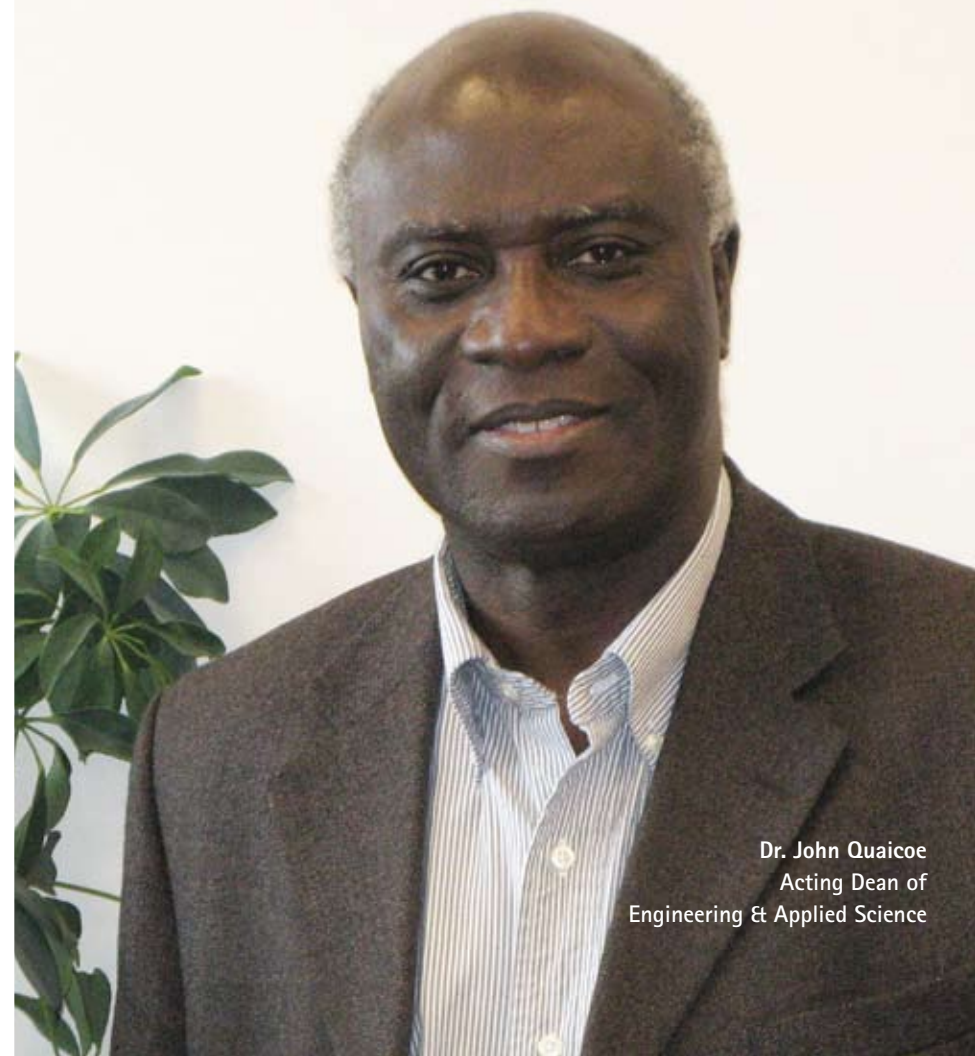
As befits an organization with a strong research orientation,

the Faculty of Engineering and Applied Science has been a successful applicant for a number of grants under the Harris Centre's Applied Research Fund. Professor Andy Fisher is looking at integrating alternative energy sources into the Provincial Government's Energy Plan; Dr. Mohammed Tariq Iqbal is studying hybrid power systems in remote communities; and Dr. Kelly Hawboldt is studying how to remove fumes from gasoline, to reduce the incidence of gas sniffing by youth in Aboriginal communities — as just a few examples.

Several members and students of the Faculty of Engineering and Applied Science have attended Regional Workshops, and Dr. Steve Bruneau was a panelist at a "Memorial Presents" session in

Bauline East on the Southern Shore, on the topic of environmental sustainability.

Dr. Dag Friis of the Ocean and Naval Architecture Program is working on the design of a new car ferry for the Labrador Straits region. This is a project which originated at a Regional Workshop in L'Anse au Clair in May 2006. Undergraduates Evan Martin, Heather Brown and Jessica Coffey began the plan, which will be fleshed out by graduate student Stephen Lane. The three undergraduate students met with officials of the Department of Transportation and Works in 2007 to present their recommendations.



Dr. John Quaicoe
Acting Dean of
Engineering & Applied Science



Since its inception in 2004, the Harris Centre has collaborated with the Faculty of Engineering and Applied Science on a number of projects involving faculty members and graduate students. The relationship with the Harris Centre has provided opportunities for faculty members to identify regional challenges and undertake research projects that have relevance and potential social and economic benefits to the province.

Most recently, through regional workshops, synergy sessions and public platforms organized by the Harris Centre, faculty members in

the Faculty have had the opportunity to discuss their research results and engage policy advisors and decision makers on issues ranging from regional economic development to development of sustainable municipal infrastructure in rural, dispersed communities.

I invite you to read about some of the exciting projects that have been undertaken in collaboration with the Harris Centre. They represent common-sense engineering approaches to solving some of the problems in our rural, isolated communities.



Education is critical to economic and social development in Newfoundland and Labrador. The partnership between the Harris Center and the Faculty of Education has created linkages between faculty researchers and local communities and provided an opportunity for both units to collaborate and build human capital in local communities. By participating in events sponsored by the Harris Center, faculty members have been able to access funding for applied research related to social and economic development, present their research at public policy

forums, attend regional workshops where community representatives highlight the need for research related directly to the context of the local community, and our graduate students have been provided with authentic research experience. With a continued commitment from both organizations to develop human capital in all areas of the province, this partnership will continue to flourish and contribute significantly to the development of theory and practice that links education and community economic development.



Dr. David Dibbon
Dean of Education

THE HARRIS CENTRE COLLABORATING WITH THE FACULTY OF EDUCATION

The development of human capital is an essential ingredient in regional development, making the Faculty of Education a desirable partner for the Harris Centre. The forty faculty members and 1,500 students (including 563 graduate students) provide a tremendous resource for the province.

Not surprisingly, the Faculty of Education has taken an active role in the work of the Harris Centre. Former Dean Alice Collins and current Dean David Dibbon have both served as panelists at "Memorial Presents" sessions, while retired faculty member and former Minister of Education Dr. Phil Warren has also delivered the main presentation at such an event.

Phyllis Reardon and Dr. Ken Stevens led the discussion during two "Synergy Sessions", the first on entrepreneurial education in schools and the second on e-living. Drs. Gerald Galway and Dennis Mulcahy both received grants under the Harris Centre's Applied Research Fund.

The Faculty of Education was also represented at three Regional Workshops, in L'Anse au Clair in May 2006, in Marystown in May 2008 and in Carbonear in November 2008, where Dr. Galway delivered the main presentation.

The Harris Centre was pleased to partner with the Faculty in organizing and delivering the 2008 Symposium on Education Reform, the first such province-wide symposium in over a decade.

THE HARRIS CENTRE COLLABORATING WITH THE FACULTY OF MEDICINE

Prior to the inception of the Harris Centre, the Faculty of Medicine was already heavily involved in all parts of the province. The Harris Centre's role has been to place the Faculty's activities within the framework of regional policy and development.

In this respect, the Dean of Medicine, Dr. James Rourke, spoke on the topic of Building a Healthy Tomorrow: Health Care in Rural Newfoundland and Labrador at a "Memorial Presents" session in Grand Falls-Windsor in November 2007. Dr. Rick Audas of the Department of Community Health and Humanities also spoke on this topic at a separate "Memorial Presents" session in St. John's in June 2007, titled Are Rural Areas Getting Second-Class Healthcare?

A total of eight faculty members have attended various Regional Workshops organized by the Harris Centre, and three students from the Faculty have been employed by the Centre since its inception.

On the research side, the Harris Centre has collaborated with the Faculty of Medicine in two projects dealing with international medical graduates.



Dr. James Rourke
Dean of Medicine



It was a pleasure participating in the Harris Centre's Regional Workshop in Grand Falls-Windsor. My presentation focused on the vital connection of the Faculty of Medicine with the communities in Central Newfoundland. Forty percent of our students come from rural communities. All of our medical students undertake some of their training in a variety of communities throughout Newfoundland, Labrador and New Brunswick, including many communities in Central Newfoundland. Although there still remains a significant shortage of physicians in the health care staff in many rural communities, more and more of our

graduates are establishing practices all over Newfoundland and Labrador. The Faculty of Medicine is committed in working with rural communities throughout all of Newfoundland and Labrador to ensure that we provide the best possible training for tomorrow's doctors so they may be able to provide the best medical care throughout Newfoundland and Labrador. The Harris Centre is playing a pivotal role in connecting the University with communities and is a great asset to the Faculty of Medicine in our partnership-building throughout Newfoundland and Labrador.



The Faculty of Science is physically large and diverse, and so is the knowledge we generate. For that reason we are very pleased to collaborate with the Harris Center to work with and share our knowledge with the people of Newfoundland and Labrador. Through this relationship we have been able to assist in maintaining the unique biological resources of this province including research that identified genetically distinct cod and hake populations within Holyrood Pond — a prerequisite to developing the sustainable management practices appropriate to the biological realities of this ecosystem.

We have also assisted local communities in environmental stewardship practices that provide economic benefits to their communities. Through regional workshops, Science faculty share their knowledge in a vast array of disciplines. But I do not want to leave the impression that the benefit is one-way. Our association with the Harris Center provides a greater opportunity to take advantage of the unique challenges and opportunities that exist throughout this province and we look forward to a future made brighter by this relationship.



Dr. Mark Abrahams
Dean of Science

THE HARRIS CENTRE COLLABORATING WITH THE FACULTY OF SCIENCE

The Faculty of Science has been one of most frequent collaborators with the Harris Centre, not surprising given its 200 faculty members, nearly 3,200 students and long-standing presence in all parts of the province.

Twenty-one members of the Faculty have attended Regional Workshops, mostly from the Department of Biology, but also including Earth Sciences, Psychology and Mathematics. Several members of the Faculty have followed up on projects identified at these workshops, including the study of cod aquaculture in Gilbert Bay in Labrador, and the introduction of innovative crops to, and the control of the coyote population in, Newfoundland.

Eight members of the Faculty received funding totaling \$56,000 under the Applied Research Fund, to study —among other things — the creation of new Marine Protected Areas in Newfoundland and Labrador, biodiversity and sustainable ecotourism, and the management of exploited fish populations.

Since its inception, the Harris Centre has hired 17 graduate students from the Faculty of Science to undertake various projects, mostly related to inventorying and interpreting research projects already completed by Science Faculty members.

The Harris Centre has been pleased to partner with the Faculty of Science on two lecture series, the Dialogue on Advancing Global Sustainability and the Trudeau Lecture, which have already brought to the St. John's campus Dr. Diana Livermore of Oxford University, Dr. Mark Jaccard of Simon Fraser University, and Dr. William Rees from the University of British Columbia.

The Earth and Human Systems Sustainability Initiative is another example of the partnership between our two entities. This initiative brings together faculty and staff at Memorial University who are interested in positioning the University as a leader in environmental education, research and outreach.



THE HARRIS CENTRE Memorial University

WORKING TOGETHER

“ We need to continue to develop a better understanding of the interactions between urban and rural areas and also the possible approaches we can develop to have better cooperation between those types of communities. ”

MEMORIAL PRESENTS PUBLIC POLICY FORUMS

“Memorial Presents” is a series of public forums organized by the Harris Centre

to discuss important issues of public policy. During the 2007–08 fiscal year, six such forums were organized throughout the province, dealing with everything from environmental sustainability to education to economic development.

Tourism Development on the Viking Trail:

Can Information Technology Make it Sustainable? (Plum Point, May 2, 2007)

This event was held in conjunction with a Regional Workshop with the regional economic development boards for Zones 6 and 7, and 74 people attended. Dr. Edward Addo, the head of the tourism program at Sir Wilfred Grenfell College, delivered the main presentation. He was accompanied by a panel consisting of

Loretta Decker, site supervisor of the L'Anse aux Meadows National Historic Site; Lorne Warren, an information technology consultant based in Cow Head; and Geoffrey Ash, the coordinator for Student Connections, a program of Memorial University's Division of Lifelong Learning.

Where Will the Workers Come From?

Avoiding a Labour Shortage in Labrador West (Labrador City, May 10, 2007)

This session was held in conjunction with a Regional Workshop organized with the regional economic development board for Zone 3. Eighty-four (84) persons attended this event, which received considerable media attention in Labrador. Dr. Doug May, an economist with Memorial University, delivered the main presentation. He was accompanied by three panellists: Heather Bruce-Veitch, manager of human resources at the Iron Ore Company of Canada; Wince Martin, manager of human resources and operations excellence at the Wabush Mines Group; and Dr. Keith Storey, head of the Geography Department at Memorial University and an expert in remote single-industry communities.

Environmental Sustainability:

How to Make the Irish Loop a Leader in Environmental Excellence (Bauline East, November 8, 2007)

This session was held in conjunction with a Regional Workshop held in cooperation with the Irish Loop Development Corporation (ILDC), Zone 20. Thirty-six people attended on a cold and very wet Thursday evening. Dr. Bruce Gilbert, a partnership consultant with Memorial University's SafetyNet, led the discussion. He was accompanied by Dr. Steve Bruneau of the Faculty of Engineering and Applied Science at Memorial University, Harold Mullaney, Deputy Mayor of Bay Bulls and Chair of the ILDC, and Heather Manuel, Director of the Centre for Aquaculture and Seafood Development at the Fisheries and Marine Institute.

Building a Healthy Tomorrow:

Health Care in Rural Newfoundland and Labrador (Grand Falls-Windsor, November 27, 2007)

This session was held in conjunction with a Regional Workshop organized with the Exploits Valley Economic Development Corporation. Dr. James Rourke, the Dean of Medicine at Memorial University and a renowned expert in rural health

care, delivered the main presentation. He was joined by a panel consisting of: Rosemarie Goodyear, the Vice-president of Community Services with the Central Regional Integrated Health Authority; Theresa Greene, an advocate for rural health care based in Millertown; and Kim Osmond, a Primary Health Care Consultant with the Central Regional Integrated Health Authority. Approximately 80 people attended the event.

From Ivory Tower to Regional Power:

The Role of Universities and Colleges in Development (St. John's, January 14, 2008)

Dr. Wade Locke, professor of Economics at Memorial University, delivered the main presentation. He was accompanied by Elizabeth Beale, President and CEO of the Atlantic Provinces Economic Council, Cyril Farrell, Executive Director of the Atlantic Provinces Community Colleges Consortium (both members of the Harris Centre's Advisory Board), and Graham Letto, Mayor of Labrador City. A hundred people attended the event, and a further 300 watched the "live" webcast.



SYNERGY SESSIONS

Synergy Sessions are lunchtime events which bring together representatives from all three levels of government, from academia and from the non-governmental sector, in order to discuss important issues of public policy. During 2007-08, the following sessions were held:

Rural Development: Are Governments Doing Enough to Support Local Volunteers?,

Mark Jones, PhD candidate in Anthropology at Memorial University (April 27th, 2007); 30 people attended the session.

Newfoundland and the Atlantic Gateway: Why Canada's Shipping Policy Needs to Change,

Professor J. Richard Hodgson of Dalhousie University (July 3rd, 2007); 33 people were in attendance.

What Happens To Technology Ideas That Go Bust?

Dr. Bob Curtis of the Regional Technology Development Corporation (RTDC) of Cape Cod (July 14th, 2007); 15 people attended.

Maintaining a Viable Inshore Marine Fishery: Lessons from Gujarat State, India,

Dr. Jyothis, an Associate Fellow at the Centre for Economic and Social Studies in Hyderabad, India (August 7th, 2007); 16 people attended the presentation.

Marine Learning-Innovation Systems: the Case of Norway,

Dr. Thorvald Gran, Associate Professor of Administration and Organization Theory at the University of Bergen in Norway (September 26th, 2007); 23 people attended the session.

A Critical Analysis of Coastal and Ocean Governance Models,

Dr. Svein Jentoft of the University of Tromsø, Norway and Dr. Ratana Chuenpagdee of Memorial University's Geography Department (October 31st, 2007); 30 people were in attendance.

From e-Learning to e-Living: Maximizing our Electronic Infrastructure,

Dr. Ken Stevens of the Faculty of Education (November 21st, 2007); 35 people attended.

Intergovernmental challenges for Inuit-oriented governments in Canada: Perspectives from Nunavut,

Dr. Annis May Timpson, Director of the Centre of Canadian Studies at the University of Edinburgh (February 11th, 2008); 28 people attended.

Engaging Aboriginal Governments in Major Project Developments,

Dave Kennedy of Strategic Aboriginal Consulting Inc. in Vancouver (February 27th, 2008); 25 people attended.

Coping With Change: Working With What You've Got,

Dr. Richard Cullen, Law Professor at the University of Hong Kong (March 5th, 2008); 16 people participated.

How Green is my Organization? Lessons from Mountain Equipment Co-op,

Linda Bartlett, Chair of Mountain Equipment Co-op (March 7th, 2008); 30 people attended.

Active Labour Market Policy: Applications for Local Labour Markets and Regional Development,

Dr. David Freshwater, Director of Graduate Studies for Agricultural Economics at the University of Kentucky (March 14th, 2008); 37 people attended.

REGIONAL WORKSHOPS

During the 2007-08 fiscal year, the Harris Centre organized four workshops, in cooperation with the relevant regional economic development board.

Plum Point, May 3, 2007

The Harris Centre's sixth Regional Workshop was held in conjunction with two regional economic development boards: the Nordic Economic Development Corporation (Zone 6) and the Red Ochre Regional Board Inc. (Zone 7).

Nearly 30 Memorial University faculty, staff and students joined nearly 40 local leaders and stakeholders to review the nearly 80 activities currently being undertaken by the University in the two economic zones. Then, the group identified 62 new opportunities for collaboration between the University and local stakeholders, in such areas as labour markets, cultural heritage and natural heritage.

"What I've learned during this workshop is just how important faculty and graduate students of Memorial can be in helping us grow the Viking Trail region."

— Carolyn Lavers (right), Economic Development Officer,
Department of Innovation, Trade and Rural Development,
Port Saunders

Labrador City, May 10, 2007

The Hyron Regional Economic Development Corporation (Zone 2) co-hosted a Regional Workshop with the Harris Centre at the Arts and Culture Centre in Labrador City. Nearly 70 people attended, including 25 Memorial University faculty, staff and students. During the morning session, the

Memorial delegation discussed some 40 projects which the university was currently undertaking in the Zone and, during the afternoon session, 35 new collaborative opportunities were identified. These new opportunities were mostly in the areas of labour markets and social development, mining and metallurgy clustering, and winter tourism.

Bauline East, November 9, 2007

Approximately 40 people braved a late-fall rain storm to attend the Regional Workshop organized with the Irish Loop Development Board (Zone 20) at the Celtic Rendez-Vous. The audience was evenly divided between participants from Memorial University and from the Zone.

During the morning session, the Memorial representatives discussed 30 projects which were currently underway in the Zone. During the afternoon session, an additional 21 new collaborative opportunities were identified, in the areas of social and cultural heritage, labour market development, and the environment and natural resources.

Grand Falls-Windsor, November 23, 2007

Seventeen members of the Memorial University community met with 60 stakeholders from Central Newfoundland at the Mount Peyton Hotel, at a Regional Workshop organized with the Exploits Valley Economic Development Corporation (Zone 12). The morning and afternoon sessions were divided into three broad themes: rural medicine; education and labour market development; and natural resources. During the morning session, 19 current projects were discussed and, during the afternoon session, an additional 42 possible new collaborative opportunities were identified.





CONFERENCES AND WORKSHOPS

The Harris Centre is sometimes called upon by organizations outside Memorial University to undertake facilitation, mediation, research or other tasks where the requirement for independence, integrity, transparency or due process is of primary importance, or where an association with Memorial University is considered necessary.

The following is a sample of events held during 2007-08 with which the Harris Centre was involved:

Community Prosperity Forum *(Corner Brook, April 24-27, 2007)*

The Harris Centre, in cooperation with the City of Corner Brook, Sir Wilfred Grenfell College, the College of the North Atlantic, the Atlantic Provinces Economic Council, Municipalities Newfoundland and Labrador, and the Corner Brook Economic Development Corporation, organized this forum. The program included economic development approaches; sustainable/"green" planning and practices; managing rural-urban interaction; the role of post-secondary institutions in development; and immigration and population planning. Speakers were drawn from Newfoundland and Labrador, Canada, the United States and Denmark. The conference was considered a success with nearly 100 attendees and extensive media coverage.

Atlantic Metropolis Retreat *(St. John's, May 15, 2007)*

The Atlantic Metropolis Centre (AMC) is a consortium of academic researchers, government representatives, and non-governmental organizations dedicated to pursuing policy-relevant research related to immigration, population migrations, and cultural diversity. The AMC consists of four lead universities (Dalhousie, St. Mary's, Université de Moncton, and St. Thomas University) and two collaborating universities (Acadia and Mount Allison). The Harris Centre helped to organize the AMC's 4th annual retreat at Memorial University in order to encourage more participation from Memorial. This objective seems to have been met, as many new faculty and students from Memorial attended the event.

Economic Development Benefits of the Oil and Gas Industry in Newfoundland and Labrador *(St. John's, May 16, 2007)*

The Harris Centre and Memorial's Oil and Gas Development Partnership (OGDP) organized this event, in partnership with all three levels of government, the Canadian Association of Petroleum Producers, the Newfoundland Ocean Industries Association, the Regional Economic Development Association, Municipalities Newfoundland and Labrador, the Federation of Labour, boards of trade and other non-governmental organizations, whose objective was to determine how communities and regions might benefit in the future from the oil and gas sector. Benefits were understood broadly to include impacts such as business creation,

employment, education, training and research & development, with attention to both onshore and offshore oil and gas development benefits, not only in St. John's but also on the Avalon Peninsula, the Burin Peninsula, the west coast and elsewhere. Some 80 participants from the community, government and industry took part.

Atlantic Provinces Transportation Forum

(St. John's, May 30, 2007)

This forum dealt with the topic of the proposed Atlantic Gateway, a concept meant to position Canada in the global maritime trade. The Atlantic Gateway proposal calls for a major trans-shipment port (or ports) to be located in the Atlantic Region for shipping to and from the Far East, Europe and other trade partners. The forum examined whether this project would be of benefit to the province and what impact might it have on the Province's transportation system. Experts presented on the Gateway concept and community leaders commented on the potential benefits. The Province's Minister of Transportation, the Honourable John Hickey, delivered the luncheon address to an audience of 112 persons. The event was organized by the Harris Centre and sponsored by Memorial University, the Federal and Provincial governments, the Canadian Manufacturers and Exporters, Marine Atlantic, Oceanex, and the Corner Brook Port Authority.

Summit of Civil Society

(St. John's, September 12, 2007)

The Harris Centre chaired a day-long workshop for pan-provincial non-governmental organizations. The Summit was funded by Municipalities Newfoundland and Labrador, which is finding it more and more difficult

to attract volunteers to serve on municipal councils and on municipally-mandated organizations such as volunteer fire departments. The purpose of the meeting was to develop a strategy to raise the profile of non-governmental organizations in the eyes of the Provincial Government. Fifteen pan-provincial organizations attended the workshop, which was held on the campus of Memorial University.

Immigration and Settlement Workshop

(St. John's, March 25th, 2008)

The purpose of this workshop was to identify possible research priorities in the field of immigration to, and settlement in, Newfoundland and Labrador. The workshop was funded and supported by the local office of Citizenship and Immigration Canada. Over 70 people participated in the workshop, representing all levels of government, academia, the Association for New Canadians, immigrant-serving organizations and ethno-cultural associations.

**"This is the most productive workshop
that I've attended in years."**

**— Joan Simmons (right), President, French Shore Heritage
Committee, Conche**



RESEARCH FUNDING

Applied Research Fund

The Harris Centre's Applied Research Fund is meant to stimulate more research into issues which either clarify important issues of public policy or which lead to the improvement of the provincial economy or improvements in the quality of life of residents.

The Harris Centre distributes \$100,000 annually under this fund, with the monies provided by the Atlantic Canada Opportunities Agency and the Department of Innovation, Trade and Rural Development. The successful applicants under this funding program in 2007-08 were:

Business Case Writing Project: NL and the Republic of Ireland (\$11,650), *Wayne King, Faculty of Business Administration*

Design of Hybrid Power Systems for Port Hope Simpson and Cartwright, Labrador (\$13,000), *Dr. Mohammad Tariq Iqbal, Faculty of Engineering*

Welta'q – It Sounds Good: Sound Recordings of Mi'kma'ki (\$15,000), *Janice Esther Tulk, Department of Folklore*

Climate Change and Renewable Resources in Labrador: Looking Toward 2050 (\$5,000), *Dr. Trevor Bell, Department of Geography*

Building Government and Industry Partnerships in Sea-bed Mapping Across the North Atlantic (\$2,000), *Dr. Trevor Bell, Department of Geography*

An Investigation into the Nature of Education in a Rural and Remote Region of the Province of NL: The Straits (\$15,000), *Dr. Denis Mulcahy, Faculty of Education*

Research Incubation Fund for "Symposium 2008: Post-Confederation Educational Reform: From Rhetoric to Reality" (\$12,500), *Dr. Gerald Galway, Faculty of Education*

DFO-MUN Collaborative Agreement

The DFO-MUN Collaborative Agreement was signed in April, 2006, and it formulates a new way of doing business between Memorial University and the federal Department of Fisheries and Oceans. The agreement provides a unique framework for DFO-Memorial collaboration and includes shared use of intellectual property and shared commitment of resources. It also provides up to \$250,000 to support scientific research at Memorial University on Marine Protected Areas in Newfoundland and Labrador.

The Collaborative Agreement was continued for a third consecutive year in 2007-08, and five research projects were funded for the Eastport and Gilbert Bay Marine Protected Areas:

Marine Habitat Mapping in Gilbert Bay, Labrador, Phase III (\$25,000), *Dr. Evan Edinger, Department of Biology, and Dr. Trevor Bell, Department of Geography.*

Monitoring the Ecology and Behaviour of the Atlantic Cod Population in the Gilbert Bay, Labrador, Marine Protected Area (\$13,100), *Dr. John Green, Department of Biology.*

Newly-Settled Juvenile Lobster in Open and Closed Areas: Exploring Recruitment to the Benthos (\$35,809) *Dr. Paul Snelgrove and Dr. Dave Schneider, Department of Biology.*

Lobster Populations in Open and Closed Areas: An Examination of Larval and Adult Life Stages (\$38,859), *Dr. Paul Snelgrove and Dr. Dave Schneider, Department of Biology.*

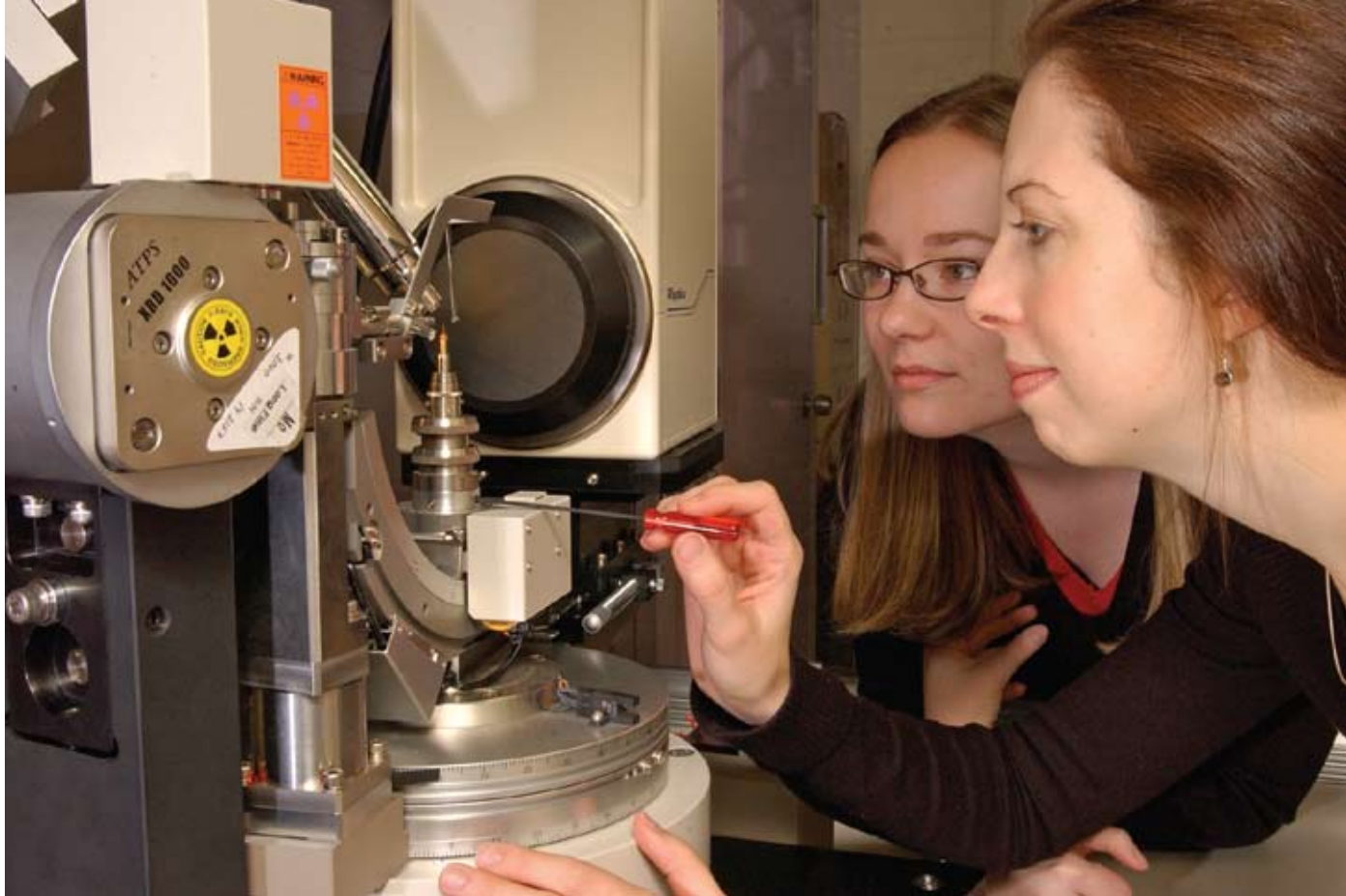
An Investigation of Recruitment of Icelandic Scallop for a Sustainable Fishery in the Gilbert Bay Marine Protected Area (\$4,936), *Dr. Joseph Wroblewski, Department of Biology.*

The Effects of Closed Areas Throughout Newfoundland on Local Lobster Populations and Implications for MPA Designation (\$6,200), *Dr. Dave Schneider, Department of Biology*

Graduate Student-Industry Knowledge Exchange

The objective of this program is to connect graduate student researchers with industry in Newfoundland and Labrador. The Harris Centre acts as the catalyst to bring these two parties together, with the hope of commercializing academic research as well as providing employment locally to students once they graduate from Memorial.

During 2007-08, the Harris Centre conducted an evaluation of collaboration between Memorial and local industry. The report concluded there are many examples of collaboration with industry and Memorial, however, most of the collaboration is with faculty and not graduate students. The majority of graduate students surveyed have little experience working with industry on research projects. However, businesses are interested in using graduate student research in the future. Nine out of every ten businesses surveyed reported a strong interest in using graduate student research and half of the businesses surveyed suggested an interest in working with the Harris Centre to connect them with students. However, the Harris Centre identified operational challenges in brokering meaningful industry-student connections, and work is continuing to address these challenges.





KNOWLEDGE MOBILIZATION

Knowledge mobilization can be understood as an on-going dialogue between academic researchers on the one hand and those individuals or organizations who use the findings of academic research, on the other. Knowledge mobilization assumes that consumers of research have a hand in determining the research questions and in "ground-truthing" the findings of research projects. It also assumes that research findings are communicated widely and in a manner likely to be understood by non-academics.

The Harris Centre is an acknowledged leader in Canada in knowledge mobilization, because of its innovative processes of bringing researchers together with government and community leaders. The Harris Centre:

- Helps identify collaborative opportunities between Memorial University and the community.
- Helps faculty members or students identify practical research topics.
- Connects researchers with potential industry, community and government partners.
- Connects researchers with local stakeholders to test research findings.
- And provides platforms to connect researchers with the public and/or decision-makers.

One of the ways in which the Centre attempts to extend the reach of activities which take place on the campuses of Memorial University is by webcasting them. For example, the annual Galbraith Lecture and several of the "Memorial Presents" public policy forums are webcast "live" and, after the event, are archived on the Harris Centre's website. The following events were webcast "live" during 2007-08 and are now archived on the Harris Centre's website at www.mun.ca/harriscentre/videos:

From Ivory Tower to Regional Power: The Role of Universities and Colleges in Development (*"Memorial Presents"*, St. John's, January 14, 2008)

Education Reform In Post-Confederation Newfoundland and Labrador: Politics and Lessons (*"Memorial Presents"*, St. John's, May 7, 2008)

The *Newfoundland Quarterly* is a high-quality magazine published by Memorial University which features articles on the arts, heritage, and current events in the province. It is distributed via subscriptions and in newsstands throughout the province. Through an arrangement with the Quarterly, the Harris Centre publishes an article in each of the four editions of the magazine which are published every year. These articles are then archived on the website of the Harris Centre, at www.mun.ca/harriscentre/NF_Quarterly.php. The articles published during 2007-08 are as follows:

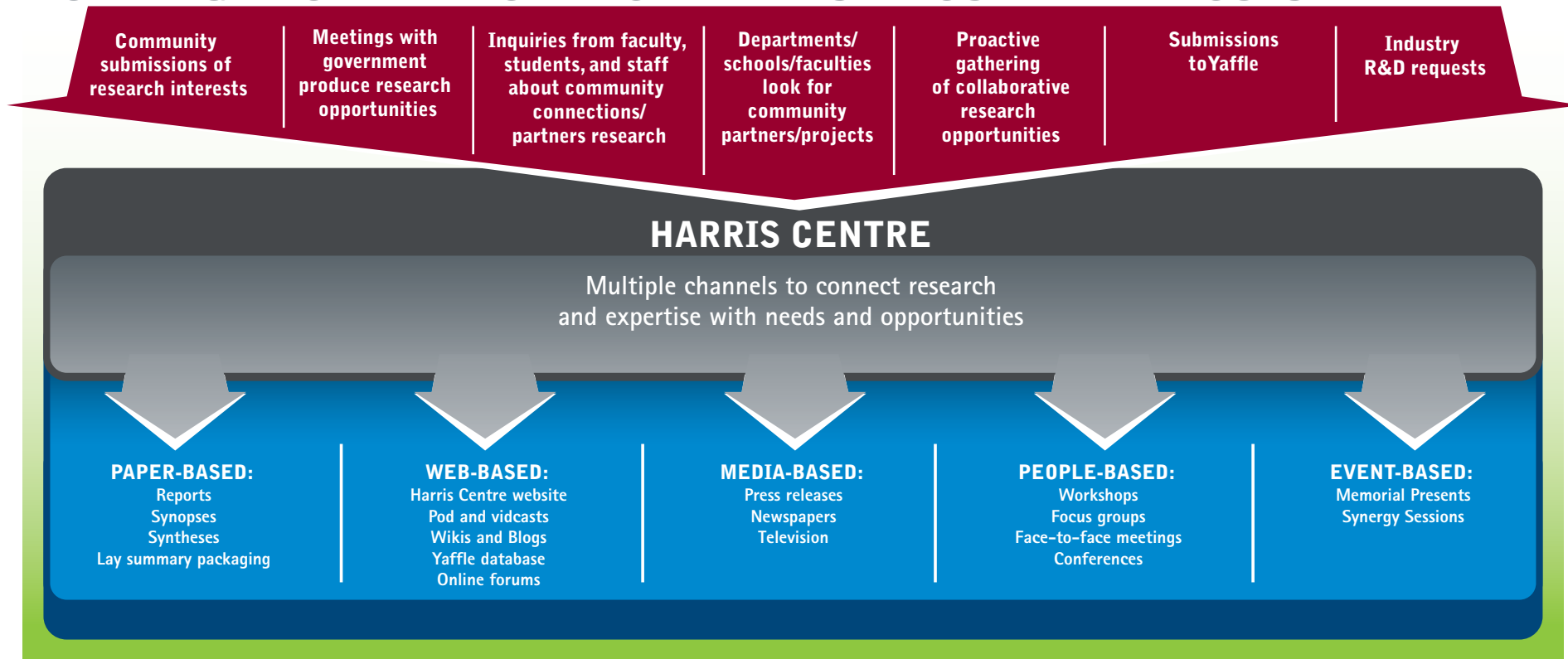
Ecological Change — What's It Worth? by Dr. Murray Rudd, Sir Wilfred Grenfell College, in Volume 100, Number 1 (2007)

Cutting Through the Gordian Knot: An Objective Assessment of the Equalization Implications for Newfoundland and Labrador of the 2007 Federal Budget, by Dr. Wade Locke, Department of Economics, in Volume 100, Number 2 (2007)

Tourism Development on the Viking Trail: Can Information Technology Make It Sustainable? by Dr. Edward Addo, Sir Wilfred Grenfell College, in Volume 100, Number 3 (2007)

From E-Learning to E-Living, by Dr. Ken Stevens, Faculty of Education, in Volume 100, Number 4 (2008)

KNOWLEDGE MOBILIZATION: FROM THE INSIDE-OUT AND THE OUTSIDE-IN



BUILDING CAPACITY THROUGHOUT NEWFOUNDLAND AND LABRADOR

The Harris Centre is often called upon to speak to groups inside the province, to provide its expertise and perspective on how to improve the provincial economy and/or raise the quality of life of its residents. During the 2007-08 fiscal year, the Harris Centre (Dr. Rob Greenwood, unless otherwise indicated) participated in the following events:

“The Harris Centre: The Student-Community Experience,” presentation to Canadian Community Economic Development Conference, *April 20, 2007 (with Dana Parsons), St. John's.*

“Developing an Immigration Research Agenda for Newfoundland and Labrador,” 4th Annual Atlantic Metropolis Centre Retreat, *May 15, 2007, St. John's.*

“The Harris Centre: Connecting Memorial University to Regional Opportunity in Newfoundland and Labrador,” presentation to the North-West Rotary, *St. John's, May 22, 2007.*

“Linking Memorial to the Community,” presentation to Newfoundland and Labrador Regional Economic Development Association, Pan-Provincial Meeting, *May 26, 2007 (with Ted Lomond), Grand Falls-Windsor.*

“The Harris Centre: Linking Memorial University to the Community,” Presentation to Isthmus Joint Towns, *July 3, 2007, Norman's Cove.*

“Rural and Regional Development in Newfoundland and Labrador: How Can We Move Forward?” presentation to St. John's Rotary, *July 26, 2007.*

Moderator, Regional Preparedness Roundtable, HPI '07 (Hydromet Participation Initiative) Conference and Exhibition, *September 26, 2007, Placentia.*

“Rural Areas and Opportunities for Business Incubation,” Canadian Association of Business Incubation, 16th Annual Conference, *September 24, 2007, St. John's.*

Keynote Speaker, “Rural and Regional Development Around the North Atlantic Rim: Opportunities for Collaboration,” the 6th Circumpolar Agriculture Conference, *October 2, 2007, Happy Valley-Goose Bay.*

Invited Presentation, “Prosperity, Population & Policy: Can we get it right?” St. John's Board of Trade's Business Outlook Conference, *January 24, 2008, St. John's.*

Session Facilitator, “Making our Knowledge Relevant,” Labrador Climate Change Conference, “Climate Change and Renewable Resources in Labrador: Looking Towards 2050,” *March 13, 2008 Northwest River.*

Invited Presentation (Mike Clair), “Knowledge Mobilization in Action”, Atlantic Canada Aquaculture Industry Research & Development Network annual meeting, *March 13, 2008, Gander.*



THE HARRIS CENTRE Memorial University

Harris Centre staff Left to right:

Patricia Rahal - Library Resources Coordinator, **Sandy Williamson** - Public Policy Intern, **Reneé Fitzgerald** - Assistant to the Director, **Karen Follett** - Knowledge Mobilization Coordinator, **Rob Greenwood** - Director, **John Duff** - Yaffle.ca Project Analyst, **David Yetman** - Manager, Knowledge Mobilization, **Mike Clair** - Associate Director, Public Policy, **Kathy Mason** - Yaffle/KIS Administrative Coordinator, **Dave Vardy** - Research Associate, **Leah Fusco** - Research Assistant **Katherine Reid-Shute** - Public Policy Intern.

Missing:

Luke Power - Regional Council Research Analyst, Knowledge Impact in Society.
Paul Murphy - Knowledge in Motion Conference Coordinator.
Merv Andrews - Research Associate.



ABOUT THE HARRIS CENTRE

The Leslie Harris Centre of Regional Policy and Development

is an integral part of Memorial University, tasked with coordinating the University's educational, research and outreach activities in the area of regional development and public policy. The Centre was created in October 2004 and is named in honour of Memorial University scholar and former president, Dr. Leslie Harris.

The Director of the Harris Centre reports jointly to the Vice-President (Academic) and the Vice-President (Research), which provides the Centre with a University-wide mandate. The Director also is a member of Deans and Directors, providing direct access to the leadership of every Faculty and Department at the University.

A major part of the Harris Centre's success to date has been due to the role played by its Advisory Board. This board, appointed by the University's President, is composed of leaders from various sectors, including government, academia, business, labour and regional development, and includes representation from around the province and elsewhere in Canada. (A list of the members of the board is provided at the end of this annual report.)

The core staff of the Harris Centre is composed of the Director, the Associate Director (Public Policy), the Manager of Knowledge Mobilization, and the Assistant to the Director. This lean structure allows the Centre to be nimble in operation and to respond quickly to emerging opportunities.

The Centre is authorized to designate "Associates" and visiting scholars, and to provide them with resources to accomplish work on behalf of the Centre. During 2007-08, two Associates worked at the Harris Centre, David Vardy, a former senior provincial public servant and the inaugural Associate

Director (Public Policy) at the Centre, and Merv Andrews, a former professor of Engineering at Memorial University.

As well, two visiting scholars resided with the Harris Centre during 2007-08, Dr. David Freshwater, Director of Graduate Studies for Agricultural Economics at the University of Kentucky, and Dr. Thorvald Gran, Associate Professor of Administration and Organization Theory at the University of Bergen in Norway.

The core staff of the Centre is often supplemented by contract staff, co-op students and interns, who all work on externally-funded projects. During 2007-08, contractual staff worked on the following projects:

- Memorial University Regional Inventory (Yaffle), funded by the Canada-Newfoundland and Labrador Labour Market Development Agreement.
- Knowledge Impact in Society (KIS), funded by the Social Sciences and Humanities Research Council of Canada.
- Science and Technology Policy project, funded by Industry Canada.

During 2007-08, many of these contractual staff were housed off-campus, in the offices of the Department of Innovation, Trade and Rural Development. The Harris Centre would like to acknowledge the assistance of this department in providing the needed space before all staff could be assembled in the Centre's new office space in Spencer Hall, on the north side of the campus, in July 2007.

Core Harris Centre Staff

Dr. Rob Greenwood – Director

Rob is the Founding Director of The Leslie Harris Centre of Regional Policy and Development, which was launched on October 1st, 2004.

Rob has operated his own consulting business and has served as a Director and Assistant Deputy Minister of Policy in economic development departments in Newfoundland and Labrador and in Saskatchewan. He was Vice-President, Corporate Development, Information Services Corporation of Saskatchewan, and was Founding Director of the Sustainable Communities Initiative, a partnership of the University of Regina, the City of Regina, and the National Research Council of Canada.

In Saskatchewan, he led the development of the provincial economic strategy. In Newfoundland and Labrador, he was Director of Research and principal author of the 1995 report of the Newfoundland Task Force on Community Economic Development, entitled *Community Matters: The New Regional Economic Development*. He then led the process to establish Regional Economic Development Boards in 20 Economic Zones, based upon the recommendations of the Task Force.

Rob holds a PhD in Industrial and Business Studies from the University of Warwick, England, which he attended as a Commonwealth Scholar and an Institute of Social and Economic Research Doctoral Fellow. He was Newfoundland's representative on the International Advisory Board of the North Atlantic Islands Program and co-edited *Competing Strategies of Socio-Economic Development for Small Islands*, published in 1998. He has taught, consulted, published and presented extensively on community economic and regional development, strategic economic planning, sectoral and cluster development and knowledge mobilization. He is past president of the Canadian Rural Revitalization Foundation and is past chair of the National Rural Research Network.

Mike Clair, Associate Director (Public Policy)

Mike joined the Harris Centre on November 14, 2005, as the Associate Director (Public Policy). In this capacity, he is responsible for the public and private events hosted by the Harris Centre dealing with public policy, such as the Galbraith Lecture, the Memorial Presents lectures and the Synergy Sessions. As well, Mike brings a wealth of administrative experience and expertise in the field of knowledge management.

Prior to joining the Harris Centre, Mike worked for 23 years with the Government of Newfoundland and Labrador, in both the economic and social portfolios. During this time, he gained broad experience in tourism marketing, tourism development, regional development, the arts and cultural heritage, as well as in-depth knowledge of nearly every part of the province.

Mike drafted the Province's first-ever comprehensive tourism marketing plan, adventure tourism strategy and tourism vision, was involved in the revitalization of the Newfoundland Museum –which eventually led to the creation of The Rooms – and initiated the process which recently culminated in the adoption of the Province's first-ever cultural policy.

Mike pursued his undergraduate studies at the Collège Militaire Royal de St-Jean and at Carleton University, and has recently completed an MBA degree at Memorial University.

David Yetman – Manager, Knowledge Mobilization

David has expertise in regional development, evaluation, knowledge mobilization and public engagement. He is former executive director of the Labrador Straits Development Corporation, one of twenty regional economic development boards in Newfoundland and Labrador. In 2003 the LSDC was awarded the Government of Newfoundland and Labrador Community Economic Development Award for *Excellence in Partnerships*. David worked with all 20 Regional Economic Development Boards (REDBs) as Provincial Manager of the Monitoring and Evaluation Program with the Newfoundland and Labrador Regional Economic Development Association. He has traveled to and studied regional development in Romania, Canada and in Switzerland. In 2004 David started his own consulting company EcoVision, specializing in business counselling and mentoring services to women entrepreneurs. Currently he works with the Leslie Harris Centre of Regional Policy and Development where he is responsible for business development and design of KMB processes.

David has a Bachelor of Arts in Psychology from Carleton University, Ottawa and a Bachelor of Science (Hons) and Master of Science in Genetics from Memorial University, NL of which he graduated in first class standing, and received an NSERC PGS-A research scholarship to study molecular genetics at the Swiss Federal Research Institute in Switzerland. In 2002-2003 he was awarded the distinction of *Fellow of the School of Graduate Studies* for his contribution to the graduate community at Memorial University. He has completed the Masters Certificate in Project Management with the Centre for Management Development at Memorial University and is currently enrolled in a PhD program in Medicine at Memorial focusing on design and evaluation of public engagement mechanisms in bioethics.

Reneé Fitzgerald – Intermediate Secretary

Reneé Fitzgerald has been employed at Memorial University for sixteen years and brings to the Harris Centre a wide background of knowledge from working in many departments within the University. She has worked in the Department of Mathematics and Statistics, Department of English Language and Literature, Faculty of Engineering and Applied Science, and the President's Office.

Reneé is currently completing a Certificate in Business Administration at Memorial University.





Advisory Board

This past year has been an eventful year for all of us in the province, in the country and throughout the world. This annual report demonstrates all the interesting work that the Harris Centre has been doing to help us make sense of the changes facing us.

Our province is moving ahead in many sectors and the Harris Centre and the University are in the middle of most of it. The Harris Centre has a valuable independent role to play in applied research, public policy and regional outreach, and as a knowledge broker. I have had reports from industry, government, municipalities and universities complimenting the excellent work that the Centre is doing.

The Harris Centre has already proven its ability to assist many sectors to access the tremendous brainpower of the University, and will be doing even more in the future to take the vast resources of Memorial University to the greater community.

We were all saddened by the passing of Dr. Leslie Harris. He will be sorely missed, however, his brilliant life will be remembered through the work of the Leslie Harris Centre of Regional Policy and Development.

The Advisory Board and all the staff of the Harris Centre look forward to a brilliant future in building an empowered, prosperous, developing and caring province with integrity, independence, transparency and a collaborative spirit.

Dr. Hilary A. Rodrigues
Chairman, Advisory Board

The Harris Centre Advisory Board was established to increase the responsiveness of the University to the regional policy and development needs of the province.

The role of the board is:

- To advise on strategic themes and projects;
- To advise on opportunities for the Centre to collaborate with prospective clients and to identify stakeholders who may wish to avail of the services of the Centre;
- To advise on the means by which the University may enhance its capacity to contribute to regional policy and development; and
- To advise on opportunities for the Centre to secure additional funding, particularly for its pro-active initiatives.

Advisory Board Members during 2007-08

Dr. Hilary Rodrigues (Chair)

President/CEO - Rodrigues Winery and Natural
Newfoundland Nutraceuticals Inc.
Whitbourne, NL

Reg Anstey

President
Newfoundland Et Labrador Federation of Labour
St. John's, NL

Elizabeth Beale

President and CEO
Atlantic Provinces Economic Council
Halifax, NS

Dr. Wade Bowers

Associate Vice-Principal (Research)
Sir Wilfred Grenfell College
Corner Brook, NL

Dr. Michael Collins

Associate Vice-President (Academic)
and Professor of Biology - Memorial
University of Newfoundland
St. John's, NL

Sheila Downer

Executive Director
SmartLabrador
Forteau, NL

Cyril Farrell

Executive Director - Atlantic Provinces
Community College Consortium (APCCC)
Grand Falls-Windsor, NL

Bill Fleming

Vice President, East Coast
Petro-Canada
St. John's, NL

Dr. Douglas House

Deputy Minister - Provincial Development Plan
Executive Council
Government of Newfoundland and Labrador
St. John's, NL

Captain Sid Hynes

President Et CEO
Canship Limited
Paradise, NL

Paul Mills

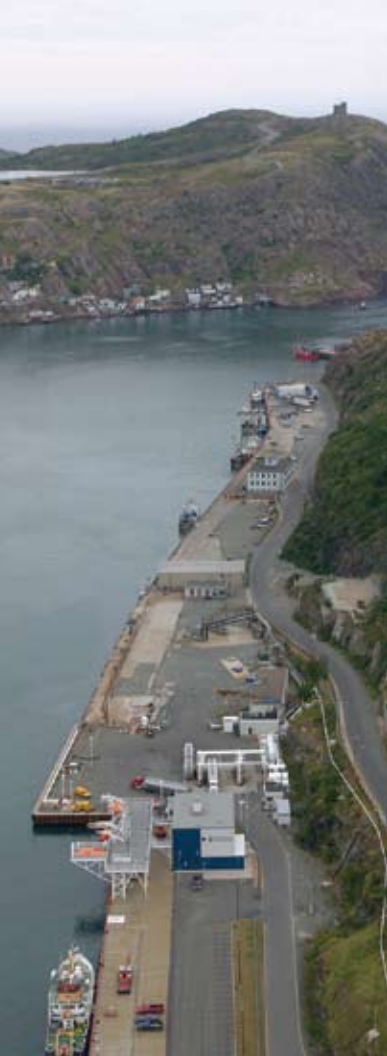
Vice-President
Atlantic Canada Opportunities Agency
Newfoundland and Labrador
St. John's, NL

Winnie Montague

Campus Administrator
College of the North Atlantic
Happy Valley - Goose Bay, NL

Harold Mullenney

Chair - Irish Loop Development Board
Deputy Mayor
Bay Bulls, NL



you want:

Scientific, irrefutable proof that blueberries are the most important small fruit crop in Canada because of their concentration of antioxidants.

you need:





THE LESLIE HARRIS CENTRE OF REGIONAL POLICY AND DEVELOPMENT

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