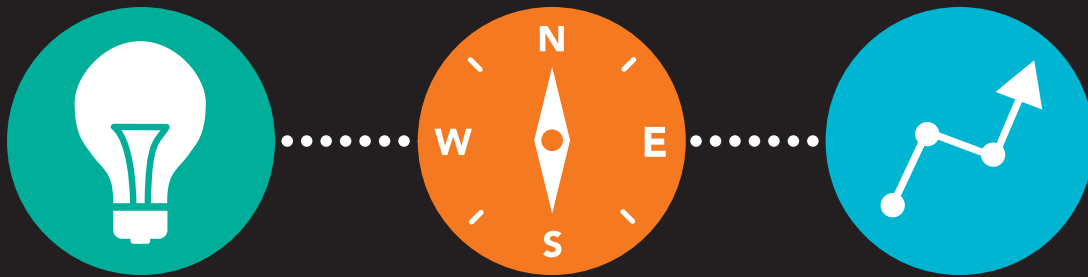


HOW AN IDEA BECOMES A SOLUTION

THE HARRIS CENTRE WAY!



THE HARRIS CENTRE ANNUAL REPORT 2010 - 2011



WELCOME

Message from the President

It is my pleasure to introduce the latest annual report of the Leslie Harris Centre of Regional Policy and Development.

2010-2011 marked another year of success for the Harris Centre as it fulfills its role in facilitating and co-ordinating the university's activities in regional policy and development. I expect the Harris Centre to play a key role as we extend the university's involvement with our partners and stakeholders across the province. We will be developing an engagement framework for the university, to elaborate how we can better connect teaching and learning, and research, with the needs of the province. We are very aware of our special obligation to the people of Newfoundland and Labrador and we will build on the long history of contributions by our university to ensure we realize every opportunity to make a positive difference in the lives of students, communities and private and public sector organizations.

Memorial is proud of the internationally-recognized work of the Harris Centre, as it helps connect our faculty, staff and students with the needs and opportunities of Newfoundland and Labrador. We have much to offer; I look forward to filling future Harris Centre reports with even more success stories!

Dr. Gary Kachanoski

President, Memorial University



Message from the Director

The Harris Centre team continues to deliver on our role in facilitating and co-ordinating the university's activities in regional policy and development. Our Regional Workshops, Yaffle.ca, and constant networking generate new ideas every day. Our applied research funding programs, made possible by the support of our partners in the private and public sectors, make new projects happen, and our brokering and match-making bring existing Memorial expertise to the table. We highlight results and generate awareness and informed public debate through our Memorial Presents policy forums, at lunch-time Synergy Sessions and through hosting, partnering or presenting to a host of workshops and conferences. And Yaffle.ca runs through it all!

We are excited by Memorial's commitment to develop an engagement framework for the university that will complement existing plans and frameworks relating to teaching, learning and research. We are also collaborating with partners to extend Yaffle beyond Memorial, to facilitate even more connections with partners and expertise outside the university and with other universities. Newfoundland and Labrador is our focus; harnessing ideas and expertise to benefit our province is our passion! I look forward to another great year of the Harris Centre team working with colleagues and partners across Memorial and beyond.

Dr. Rob Greenwood

*Executive Director, Office of Engagement
and the Leslie Harris Centre of Regional Policy and Development*





LOOK UP, WAY UP



When research sticks too close to campus, the whole province misses out. That's why we brought a charter plane full of Memorial researchers and staff to Nain last year for one of our regional workshops.

Presented in partnership with the Nunatsiavut Government, the workshop was an opportunity for Memorial to share what we're doing in the region, and also a chance for community members to suggest local projects and ideas that could use a hand from Memorial. By the end of the workshop, the group came up with almost thirty practical research projects that could potentially benefit the region.

The fog kept us in Nain for a day longer than we planned, but once we hit the ground in St. John's we got right to work, finding Memorial researchers interested in taking on the community projects.

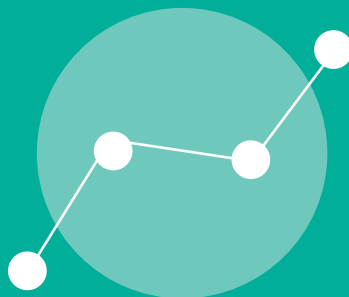
We've already made some connections — stay tuned for the results!



**MEMORIAL STAFF AND FACULTY
STEP OFF THE CHARTER PLANE
IN NAIN**



TELLING STORIES



Members of the board of directors of the Placentia Institute of Newfoundland Studies (PINS).

Placentia is a community with a past.

Along with being the former French and English capitals of the province, it was the site of the first legal will ever signed in North America, and the place where Churchill and Roosevelt met to sign the Atlantic Charter that led the way for the end of the Second World War.

The challenge is finding a way to share those stories.

Last year, the town created the Placentia Institute of Newfoundland Studies (PINS). Governed by a board of directors that includes representatives from Memorial (including Mike Clair from the Harris Centre), the Town of Placentia, and the local high school, Laval. PINS will conduct and compile research about the region, putting an emphasis on sharing that information, both outside the community and with residents.



KNOW YOUR ROOTS



yaffle.ca

Just because a community is resettled doesn't mean that it can't live on.

Brake's Cove is one of many towns resettled during the 1960s. According to Tony Oxford, the Mayor of Cox's Cove, the community where many of the residents of Brake's Cove settled, there's still plenty to learn from the abandoned community.

He and Dr. Rainer Baehre, associate professor with the Division of Arts/Historical Studies at Grenfell Campus, began working together after Tony posted an idea for a local research project on Yaffle.ca, Memorial's online connecting tool. Rainer realized that Tony's idea could fit nicely with a larger project he was already working on, a comprehensive environmental history of the Humber River Basin.

While it's hard to say exactly what will come of their project, Tony believes that developing the history of Brake's Cove could help diversify Cox's Cove's economy, especially in respect to tourism, "it'll add eggs to our basket," he said.



MEET THE TEAM



Front row, from left: Dr. Rob Greenwood, executive director, Cindy Andrews, administrative staff specialist, Amy Poole, secretary, Jennifer Adams Warburton, operations manager.

Back row, from left: Mike Clair, associate director (Public Policy), Bojan Fürst, manager of knowledge mobilization, John Duff, yaffle projects co-ordinator, Karen Follett, co-ordinator of knowledge mobilization, Rebecca Cohoe, communications co-ordinator.

Missing: Pat Rahal, library resources co-ordinator







**3 BAGS A WEEK
156 A YEAR**

That's how much garbage the average family makes in our province

Memorial president, Dr. Gary Kachanoski, then Minister of Environment & Conservation, Charlene Johnson, Dr. Rob Greenwood and Leigh Puddester, MMSB CEO & Chair.



A PILE OF RESEARCH



Some of the research we've funded recently really stinks.

Last fall, the Harris Centre announced a new research fund, in partnership with the Multi Materials Stewardship Board (MMSB). Designed to stimulate research into Newfoundland and Labrador's waste management needs and opportunities, the \$300,000 fund is open to all Memorial students and faculty, and offers up to \$15,000 per project.

As Harris Centre Director Dr. Rob Greenwood explains, "This program has two pillars: research and dialogue. Each will inform the other, so that dialogue and consultation shape research questions, leading to new ideas which then encourage further research to achieve implementation."

Ultimately, the research will contribute to meeting the goals of the Provincial Solid Waste Management Strategy: diverting a full 50 percent of material away from landfills and implementing province-wide modern waste management by 2020.

It's a dirty job, but we're happy to help tackle it.



LIVE HERE, LEARN HERE



Newfoundland and Labrador is a unique place (you don't really need examples, do you?), so it goes without saying that the challenges faced by the communities of this province are different than the ones you might see in Ontario or Nova Scotia.

Still, for years, regional development professionals have had to travel to those provinces for training. Until now, that is.

It was Ted Lomond, executive director of the Newfoundland and Labrador Regional Economic Development Association, who suggested the need for a home-grown program. We thought it was a great idea and contacted Memorial's Division of Lifelong Learning. From there, we worked with both groups to figure out exactly what the course needed to cover.

The result? This year, the very first students of the Certificate in Regional Policy and Development began classes, en-route to becoming the first ever regional development professionals to receive their training right here in the province.



Dr. Kelly Vodden, Memorial geography professor, Karen Kennedy, director, The Division of Life Long Learning, Ted Lomond, ED, NLREDA, Dr. Rob Greenwood.



FOOD FOR THOUGHT



Did you know that Newfoundland and Labrador only has enough food on the shelves to feed us for about three days?

It's just one of the food-related challenges we face in this province, says Kristie Jameson of the Food Security Network of Newfoundland and Labrador, and Kristen Lowitt, a Memorial graduate student.

Kristie and Kristen both presented as part of a Memorial Presents forum (we've done over 35 across the province), titled *What's for Dinner? Food Security in Newfoundland and Labrador*. The two were joined by keynote speaker, Dr. Kevin Morgan, from Cardiff University. A global expert in food security issues, Kevin's worked with everyone from the United Nations Food Program to TV chef Jamie Oliver.

As the panelists discussed the situation, and the audience in the room and watching live over the Internet asked questions, it was clear that food security has become an issue that matters more and more to the people of this province.

Hungry for more? You can watch the whole session at our website, www.mun.ca/harriscentre.

A photograph of two women, Kristen Lowitt and Kristie Jameson, kneeling in a lush community garden. They are both smiling at the camera. The woman on the left has dark hair and glasses, wearing a denim jacket and a grey scarf. The woman on the right has brown hair and is wearing a tan jacket. They are surrounded by various green plants and vegetables in raised garden beds.

DID YOU KNOW

Newfoundland and Labrador only has enough food on the shelves to feed us for about three days?

Kristen Lowitt and Kristie Jameson in the Memorial University Community Garden



RISKY BUSINESS



Assistant Professor,
Faculty of Business,
Dr. Tom Cooper.

Synergy Sessions are issue-driven, roundtable discussions bringing together thought-leaders with industry, government and non-profit stakeholders.

You'd be hard pressed to call Newfoundland and Labrador a tropical destination, but as we saw last October, storms and hurricanes aren't picky about semantics.

After Igor ripped across the province, many people wondered whether we could have been better prepared. According to Dr. Tom Cooper from Memorial's Faculty of Business, the answer is probably yes.

At one of our Synergy Sessions (we've hosted nearly 70 so far!), Tom met with leaders from across the province to present the findings of a Harris Centre funded study into Integrated Risk Management in communities. At the session, he explained the importance of municipal planning, especially in the face of challenges that are out of our hands, whether from storms, economic factors or even the looming labour shortage.

While it might look different from community to community, "better understanding and management of strategic risk informs more effective strategy development and planning, ultimately leading to stronger communities," said Dr. Cooper. "In the end, it's all a matter of adaptation."



YAFFLE GOES GLOBAL

One accepted indicator of creativity is the ability to see multiple uses for an object.

According to that yardstick, creativity runs deep among users of Yaffle.ca, Memorial's online connecting tool. While the primary function of Yaffle is sharing projects (over 1500 at last count) and helping community members connect with Memorial researchers, this year we found out about another way that Yaffle is helping to bring Memorial to the world.

When Memorial's School of Graduate Studies recruiters visit academic fairs, the more personal attention they can give to potential students, the better. That's where Yaffle comes in.

According to recruiters, Yaffle is making it possible for students to enter their area of interest and find a list of potential Memorial supervisors, right there and then. It's a resource that no other university can offer, the chance to make a connection from thousands of miles away, at the click of a button!






PARENT-FRIENDLY PROVINCE

With low fertility rates and an aging workforce, stronger parental leave policies in Newfoundland and Labrador wouldn't just be good for families – they'd be good for the provincial economy.

In her Harris Centre Strategic Partnership report *Transitioning Into and Out of Parental Leave: Recommendations for Three Stages of Support*, a student of Memorial's Department of Sociology, Jenna Hawkins, suggests policy changes that would increase support for working mothers, and their families, before and after the birth of a child.

Ms. Hawkins' work was funded through the Strategic Partnership Fund, a collaboration between the Harris Centre and the Strategic Partnership, consisting of provincial government, business and labour stakeholders. The fund supports student research to improve provincial economic competitiveness in national and international markets.

In Jenna's case, her work became part of the public policy discussion in this province – she presented her project to the provincial government's Population Committee. Did we mention that it was an undergraduate paper? Today, she's working on her master's in the subject area, and we can't wait to see what comes next ...



Memorial master's student, Jenna Hawkins.




FUELLING THE FUTURE

What does the word *roughneck* mean to you?

If you're familiar with the oil and gas industry, you're probably thinking of someone who works hard, makes good money, and doesn't mind getting dirty; however, you're probably not thinking of a woman.

This spring, the Harris Centre hosted Fuelling the Future: Women in Oil and Gas, a conference that brought together oil and gas industry representatives from around the world to discuss how to make the industry a more appealing career choice for women. It's not just a feel-good project – with labour shortages already being felt, attracting and retaining female employees could mean the difference between success and failure in this province and elsewhere.

We had over 350 participants over the course of the conference, and since then, we've received countless requests for more information and conversation on the topic – in other words, interest in the topic is booming.



Dr. Diane Austin, School of Anthropology, University of Arizona, speaks at the conference.

HERE'S HOW AN
IDEA BECOMES
A SOLUTION,
THE HARRIS CENTRE WAY.



COMMUNITY



MEMORIAL



1

We welcome ideas from all types of people and sectors across Newfoundland and Labrador.

2

At Regional Workshops, we head into communities to ask people what they need from Memorial.

3

If it's happening in Newfoundland and Labrador, we're there. The more people we're connecting with, the more ideas we hear.

4

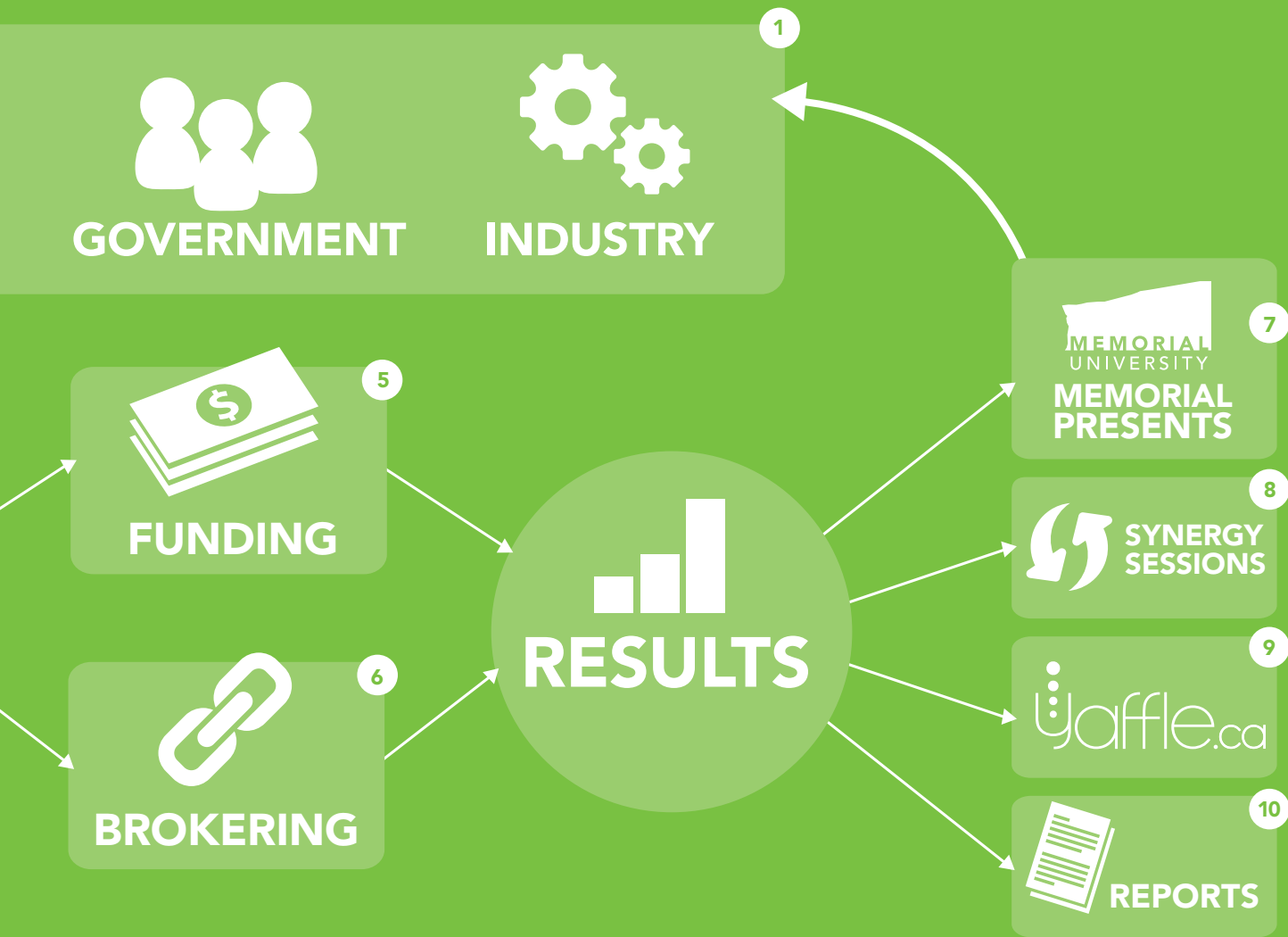
Yaffle is our online connecting tool. It's a site for sharing ideas, making connections and suggesting projects to Memorial.

5

Sometimes an idea needs a bit of financial support to get off the ground. Our range of applied research funds can help.

6

We make projects happen by connecting like-minded people from the province and Memorial to work together.



- 7 Memorial Presents is our open-to-the-public, interactive discussion panel series, a chance to open the doors on Memorial research.
- 8 Synergy Sessions are issue-driven, roundtable discussions bringing together thought-leaders with industry, government and non-profit stakeholders.

- 9 Yaffle again! Along with helping us find ideas, Yaffle helps us share the results with the world.
- 10 When the results of a project are broadly relevant, we publish reports, both online and on paper.



The Harris Centre is named for the late Dr. Leslie Harris, scholar, leader, and past-president of Memorial University. Known for his integrity, his independence, and his love of Newfoundland and Labrador, Dr. Harris is not just a namesake, but a model for our activities — we work every day to live up to his values of integrity and independence, while making a practical contribution to the needs of Newfoundland and Labrador.

The Harris Centre truly believes in Memorial's responsibility to the people of Newfoundland and Labrador. Led by our new chair, Sheila Downer, our advisory board is made up of leaders from all across the province and Canada, including industry partners, governments, non-profit organizations and educational institutions. The group meets twice yearly to advise the Harris Centre on a range of issues, including strategic themes, opportunities, regional policy, and development capacity-building, and funding.

For a full listing of the members of the Harris Centre advisory board, please visit our website at mun.ca/harriscentre.



THE HARRIS CENTRE

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