



Faculty of Engineering and Applied Science  
Office of the Dean

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**MEMORANDUM**

September 13, 2014

To: Doreen Neville, Associate Vice-President (Academic) Planning, Priorities and Programs  
From: Dr. Greg F. Naterer, Dean  
Subject: Response to APR Panel's Report

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An Academic Program Review and recommendation report for engineering programs were completed on June 16, 2014.

The enclosed appendix of this memo summarizes the recommendations of the External Review Panel, responses to each recommendation, and a timeline and assignment of responsibilities to address each of the recommendations by the review panel.

I look forward to the next steps in addressing the recommendations and responses as outlined in the APR report and the enclosed appendix. If any further information is required, please let me know.

Special thanks to yourself, Kim, and the external review panel, for the time and effort in reviewing our engineering programs. The recommendations will be helpful in improving our programs.

Sincerely,

A handwritten signature in black ink that reads "GF Naterer".

Greg F. Naterer, PhD, PEng  
Dean of Engineering

cc: Kim Myrick, Centre for Institutional Analysis and Planning

**Appendix – Response to APR Panel’s Report of June 16, 2014  
Faculty of Engineering and Applied Science**

**General Recommendations**

<b>Recommendation</b>	<b>Response and Action Plan</b>	<b>Timeline</b>	<b>Assignment of Responsibility</b>
UGP: Address the problem of “good-student” attrition in the first year. Consider using more charismatic instructors and ensuring that the curricula of 1020 and 1040 are fresh and meaningful.	New Director of 1st Year Engineering to establish leadership and renewal of 1st year courses and ensure 1020 and 1040 are taught by among the best faculty. A retention strategy is under development by the Director.	Fall 2015	Director of 1st Year Engineering, associate dean (undergraduate), department heads
UGP: Finalize co-op administration reorganization. Encourage coordinators to focus on identifying placements. Continue with co-op as mandatory (4 semesters) ensure that there is support for 6 semesters if that is what the student needs.	Follow the agreement reached in collective bargaining in regards to organizational structure and continue with at least 4 co-op terms of mandatory work placements and support for additional work terms.	Fall 2014	Co-op program leader, to be determined through the collective bargaining process
UGP & GP: Enhance technical professional communications for both undergraduate and graduate students. Especially at the graduate level provide advanced training on corporate and technical communication.	Increase the exposure and content in technical communications either by enhanced coverage in an existing course(s) or an additional course.	Fall 2016	Associate deans (undergraduate studies and graduate studies)
FEAS: Develop and implement productivity measures for faculty teaching and research.	Work collaboratively with DELTS on availability of various teaching measures for teaching performance, and with the VPR’s office on research indicators.	Fall 2015	Dean, associate deans (research, undergraduate), DELTS, VPR’s office
FEAS: Document the roles of Departments, and the roles and responsibilities of the leadership team (FMG).	Expectations and terms of reference established for associate deans, department heads and SAO.	Existing	Dean
FEAS: While doing great on research funding, need to emphasize scholarly research, as evidenced for example by NSERC funding, and more high fliers; need to diversify funding beyond industry.	Increased emphasis on scholarly publications and NSERC funding through initiatives such as an annual report, budget model in the Faculty based on a department’s performance in tri-council funding, increased mentorship and other supports such as workshops and seminars. Emphasize the importance of scholarly outputs in search committees for new hires.	Spring 2015	Dean, associate dean (research), search committees

FMG: Address the salary deficit jointly with University administration without hampering growth.	Work collaboratively with the VPA's office and department heads to develop solutions to the structural deficit of "unfunded" (from base allocation) permanent positions.	2018	VPA, associate VPA (faculty affairs), dean
FMG: Monitor the growth plan for alignment with the strategic plan.	Provide annual reports on progress in the strategic plan so as monitor the growth plan for alignment.	Annually	Dean
FMG: Clear the teaching deficit liability.	A 3-year plan has been developed by each of the department heads and the addition of new faculty and lecturers (teaching only positions) to ensure this situation doesn't arise again.	Fall 2014	Dean
FMG: Review Premium fee program budgets. Ensure these programs are meeting the objectives for which they were designed.	A detailed budgetary review including projected revenues / costs will be conducted to assess the medium to long-term viability of each program.	Winter 2015	Associate dean (graduate studies), SAO
MUN: Address deferred maintenance in the Carew building.	SDO and subcommittee of EASAC (Engineering and Applied Science Advisory Council) are developing a fundraising plan to address specific projects of deferred maintenance. The Dean will review safety concerns on an ongoing basis.	Ongoing	Dean, SDO, EASAC resources subcommittee
MUN: University support systems need to be user-friendly and responsive, including research office, HR, finance, maintenance, and food services.	Concerns raised among faculty / staff also so meetings are recommended with management and other deans to work collaboratively to address issues raised about service and responsiveness.	Ongoing	Offices of VPR, HR, Finance, Facilities Management, Food Services, dean
MUN: Genesis IP approach was a noted obstacle; need to review the policy to make it more friendly to companies and faculty members.	There have been recent organizational changes involving Genesis and the VPR's office to address recommendations and the dean will provide feedback and input.	Ongoing	Offices of VPR, Genesis, dean

### **Specific Recommendations by Section**

<b>Recommendation</b>	<b>Response</b>	<b>Timeline</b>	<b>Assignment of Responsibility</b>
<b>Section 2.1: Measures of Success</b>			
More thorough tracking of student performance.	Transition to new CEAB graduate attributes assessment with formal tracking of student outcomes and performance through the program.	Fall 2016 at next CEAB visit	Associate dean (undergraduate studies)
More thorough tracking of academic staff performance.	Review and feedback on annual activity reports.	Winter semester annually	Department heads, dean
<b>Section 4: Organization and Administration</b>			

The Dean, Associate Deans and Heads look to other departmentalized faculties for best practices in resource allocation, hiring, performance tracking and department administration.	A number of initiatives including a Workshop on best practices including other heads of departments, professional development opportunities like CHERD, as well as regular lines of communications with department heads, associate deans and deans of other departmentalized Faculties, i.e., Science, Arts, and national deans / heads meetings.	Ongoing	Department heads, associate deans, dean
<b>Section 5.2: Undergraduate Program First Year Challenges</b>			
The Faculty carefully review its strategy in presenting first year material with respect to the apparent conflict between desired growth and high attrition.	New Director of 1st Year Engineering appointed to review student success in 1st year, including new initiatives to improve retention, attract more women in engineering, and meet growth targets while upholding standards. A process of early identification of students at risk is planned for Fall 2014. Advising and alternative academic planning will be made available to students identified. Department heads to identify faculty to serve as advisors to students seeking career guidance and advice.	Ongoing	Director of 1st Year Engineering, department heads
Review of Semesters one and two curriculum be performed and that representatives from the undergraduate student body participate in the review.	Review to be conducted including student representatives. Based on previous reviews, a robot lab component was introduced into ENGI 1020 and the impact of this will be determined. ENGI 1040 is under review and recommendations will be implemented for Fall 2015. A survey of all students entering Term 3 will provide a mechanism for continuous improvement.	Winter 2015	Director of 1st Year Engineering, Associate dean (undergraduate)
Faculty to review the needs of students for writing and to assess whether the present course requirements and available support for students presently meet those needs.	The curriculum has been mapped for CEAB graduate attributes and a plan to address technical communications is being implemented. This involves the development of various learning modules, integration with co-op work terms, a communications help centre and student reflection and feedback.	Fall 2016 for next CEAB visit	Associate dean (undergraduate studies)
<b>Section 5.3: Graduate Programs</b>			
The Faculty host an annual research day.	Host research days including graduate student presentations, and create open timeslots in student calendars to enable good attendance by undergraduate students.	Fall 2015	Associate dean (graduate studies)

The Faculty consider visiting professorships for small class teaching; this may alleviate the teaching abatement issue identified elsewhere.	Pursue and strive to increase the engagement of visiting professors and adjunct professors from local industry in FEAS activities.	Ongoing	Department heads
The graduate stipends increase to recommended NSERC levels, and that the guaranteed stipend funding be a requirement for acceptance.	Develop a plan to progressively increase the minimum graduate student stipend, explore other funding sources, compare the tuition / stipend differential to other engineering schools, and engage fundraising to increase graduate student scholarships.	Fall 2014	Associate dean (graduate), Associate dean, School of Graduate Studies, SDO
<b>Section 5.4: Co-op Program</b>			
The Faculty review the resource requirements for the co-op coordinators and determine what is required to ensure continued success of this program.	Work collaboratively with the VPA's Office to review the resource requirements for CEC's and survey national norms of resources for co-op programs. Additional co-op resources are integrated into the approved growth plan.	Ongoing	VPA, associate VPA (faculty affairs), associate dean (undergraduate), Co-op leader, dean
<b>Section 6: Research</b>			
That scholarly research be emphasized.	Emphasis on scholarly research in feedback on annual activity reports and a new departmental budget model which includes a component linked to tri-council funding performance. Emphasize the importance of scholarly outputs in search committees for new hires.	Winter semester annually	Associate dean (research), dean
The Faculty prepare a landscape document describing the current research, anticipated areas of growth and the balance it wishes to achieve between service work and research.	Produce an annual report which includes research and scholarly outputs, as well as broader Faculty outcomes including service work.	Winter semester annually	Associate dean (research), dean, communications officer
<b>Section 7: Teaching</b>			
Structured assistance be provided faculty who are struggling with teaching effectively.	Mentorship program to pair faculty seeking assistance with experienced mentors with strong teaching track records. Work collaboratively with DELTS on a development program for faculty teaching large classes in the first 3-4 terms of the program. Proactive actions by department heads to assist faculty members in need but who are not seeking assistance to the detriment of students.	Ongoing	Department heads, Associate dean (undergraduate)
<b>Section 8: Personnel</b>			

FEAS determine the competitiveness of their start-up funding prior to an aggressive hiring campaign.	Compare start-up funding to other engineering schools and initiate a new start-up funding program of \$30k over two years for new faculty, plus \$100k RDC Ignite (applied for).	Fall 2014	Dean
FEAS consider a role for graduate students in recruitment and retention of students.	Increase the visibility of graduate student research through research days to enhance retention; attract students to graduate studies.	Fall 2015	Associate dean (graduate studies)
The technologist / student ratio be reviewed.	The technologist/student ratio will be reviewed and compared to other engineering schools in Canada and future hiring will be linked to national norms. Additional technologists have been identified as a requirement in the approved growth plan.	Ongoing	Dean
<b>Section 9.2: Structural Deficit</b>			
FEAS and the University identify methods to reducing the structural deficit without compromising resources allocated for growth.	Work collaboratively with the VPA's Office to develop solutions to the structural deficit of "unfunded" (from base allocation) permanent positions. Each department has been tasked with addressing a proportionate share of these positions over five years.	2020	VPA, associate VPA, dean, department heads
<b>Section 10: University Support</b>			
The University consider updating its financial management software or contracting with an outside provider for this service.	Work collaboratively with Finance to move Travel, Purchasing and others to increasingly paperless processes.	Ongoing	Office of Finance, associate VPA, dean
Senior management determine if issues with Human Resources are limited to Engineering and take appropriate corrective action.	Meet with management and work collaboratively to address issues raised by faculty / staff including service and responsiveness.	Ongoing	Office of HR, associate VPA, dean
Service delivery from Facilities Management be reviewed with the aim of removing any requirement to imbed personnel.	Work collaboratively with senior management and Facilities on issues of timely support for the engineering expansion strategic initiative.	Ongoing	AVP (Facilities), associate VPA, dean
The Vice-President Research office to investigate ways to streamline contracts management and IP oversight and dissemination.	Work collaboratively with the VPR's Office to streamline administrative, contract and IP processes.	Ongoing	VPR, associate VPR, dean
The University re-examine its decision to close the Engineering cafeteria during the summer.	Work collaboratively with Food Services to open the Engineering cafeteria during the summer.	Ongoing	Associate VPA, dean
<b>Section 12: External Interactions</b>			
FEAS explore ways and means to increase collaborations with NRC OCRE and thereby capitalize on those resources.	Ongoing discussions with OCRE to explore opportunities for collaborations and partnerships.	Fall 2014	ONAE Head, Associate dean (research)

<b>Section 13: Other Matters – APR Process</b>			
Provide more detailed background information. Include as much relevant documentation as possible (especially descriptive grant information and CV's). Panel members should arrive informed of the status quo and can then direct their questions appropriately.	Work collaboratively with CIAP to provide more detailed background information for future APR site visits. It should be noted that APR visits are done by department so future visits will have much more information on a smaller set of activities.	Next APR visit	Associate VPA, dean, CIAP
FEAS and possibly the University (CIAP?) should develop an ongoing measure of program success. This should include exit interviews with students and 1 – 3 year alumni.	Conduct exit interviews of students leaving 1st year and others who don't continue with CIAP. Establish a process of continual improvement through the new CEAB graduate outcomes assessment with student surveys. Graduate/alumni surveys will be implemented to the extent possible.	Spring 2015	Director of 1st Year, Associate deans (undergraduate and graduate studies)
Reviewing a faculty management group and five departments in two days may not be practical. The schedule should allow more work time for the panelists, especially prior to the exit interviews.	Work collaboratively with CIAP to provide more schedule time as required for future APR site visits. This was an anomaly and future visits will have a team for each department so there will be more work time.	Next APR visit	Associate VPA, dean, CIAP
The exit interviews appear to have limited value when panelists have little time to process and prioritize their findings.	Work collaboratively with CIAP to provide more schedule time prior to the exit interviews to process and prioritize their findings. Departmental APR's will facilitate this process.	Next APR visit	Associate VPA, dean, CIAP
The APR panel should be provided secretarial support. Having one or more panelists taking or typing notes detracts from that individual's ability to participate fully in the interviews.	Explore the possibility with CIAP to provide more secretarial support for future APR site visits.	Next APR visit	Associate VPA, dean, CIAP