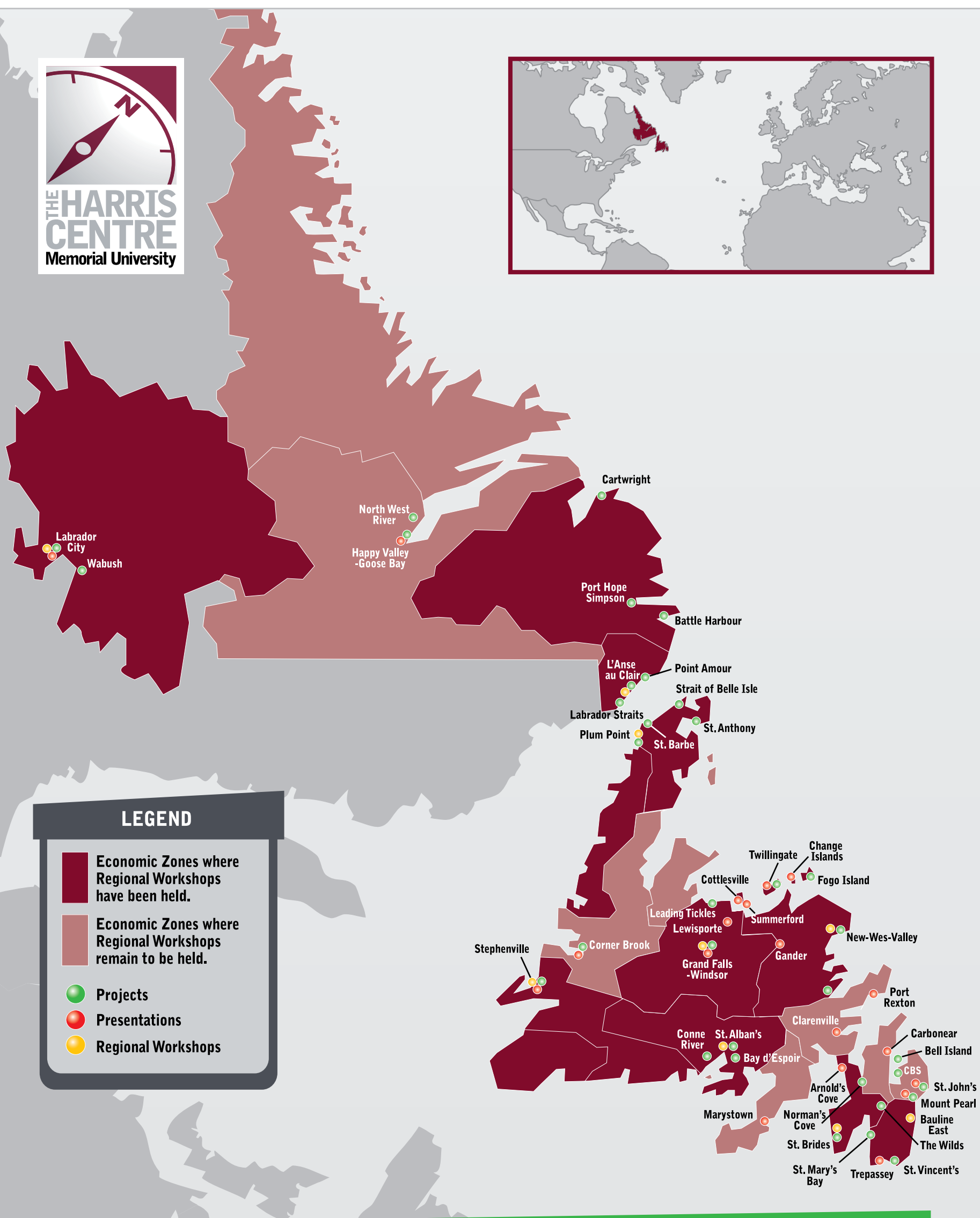




THE HARRIS
CENTRE
Memorial University

A n n u a l R e p o r t

2006/07



LEGEND

- Economic Zones where Regional Workshops have been held.
- Economic Zones where Regional Workshops remain to be held.
- Projects
- Presentations
- Regional Workshops

PROJECT LOCATIONS TO DATE*

Battle Harbour	Happy Valley, Goose Bay	Plum Point	Stephenville
Bay d'Espoir	L'Anse au Clair	Point Amour	Strait of Belle Isle
Bell Island	Labrador City	Port Hope Simpson	Terra Nova National Park
Cartwright	Labrador Straits	St. Alban's	Twillingate
Conception Bay South	Leading Ticks	St. Anthony	Wabush
Conne River	Mount Pearl	St. Barbe	Wilds, Salmonier
Corner Brook	New-Wes-Valley	St. Bride's	<i>Limestone Barrens on the Northern Peninsula</i>
Fogo Island	Norman's Cove	St. John's	
Gilbert Bay	North West River	St. Mary's Bay	
Grand Falls-Windsor	Ocean Sciences Centre	St. Vincent's	

PRESENTATION LOCATIONS TO DATE*

Arnold's Cove	Cottesville	Labrador City	St. John's
Carbonear	Fogo Island	Lewisporte	Stephenville
Change Islands	Gander	Marystown	Summerford
Clarenville	Grand Falls-Windsor	Mount Pearl	Trepassey
Corner Brook	Happy Valley - Goose Bay	Port Rexton	Twillingate

REGIONAL WORKSHOP LOCATIONS TO DATE*

Workshops held during 2006-07 are shown in **bold**.

Workshop	Partners	Workshop	Partners
New-Wes-Valley	Kittiwake Economic Development Corporation	St. Bride's	Avalon Gateway Regional Economic Development Board
Stephenville	Long Range Regional Economic Development Board Marine and Mountain Zone Corporation	Plum Point	RED Ochre Regional Board Nordic Economic Development Corporation
L'Anse au Clair	Labrador Straits Development Corporation Southeastern Aurora Development Corporation	Labrador City	Hyron Regional Economic Development Corporation
St. Alban's	Coast of Bays Corporation	Bauline East	Irish Loop Regional Economic Development Board
		Grand Falls-Windsor	Exploits Valley Economic Development Corporation

* Note: Details on activities will be available on the Memorial University Regional Inventory (MURI) at www.mun.ca/harriscentre being launched in spring 2008.

OUR MANDATE

Coordinate 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, President Emeritus of Memorial University, in whose honour the Centre is 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.

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Annual Report

2006/07



INTEGRITY INDE

It is my pleasure to extend greetings in this third annual report of the Harris Centre.

In just three years, the Harris Centre has established itself as an indispensable vehicle for Memorial University to connect more effectively with communities, organizations and policy makers throughout Newfoundland and Labrador. The key to its success has been in harnessing the expertise and independence of Memorial University's faculty, staff and students. Memorial faculty are reaching out to the community through Memorial Presents public policy forums and by participating in the regional workshops held in partnership with Regional Economic Development Boards. They are responding to new opportunities for collaboration in teaching, research and outreach identified in regional workshops and in

P E N D E N C E R E L E V A N C E

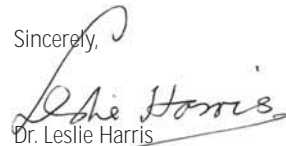
daily requests to the Harris Centre seeking involvement in addressing local and provincial challenges and opportunities. And they are utilizing the Harris Centre Applied Research Fund to launch new research that contributes to Regional Policy and Development throughout the province.

The engagement of Memorial's graduate students is equally impressive. With over 2,400 students pursuing masters degrees and Ph.D.s, Memorial is at the forefront of realizing the knowledge economy in Newfoundland and Labrador. With the support of the School of Graduate Studies and the Social Sciences and Humanities Research Council of Canada, the Harris Centre will work with fifty graduate students over three years under the Knowledge Impact in Society project. In the past year alone, the Harris Centre has provided support for some 32 students in various projects relating to the needs of the province. Each of these projects provides opportunities for students to contribute to our province's communities and organizations. They also raise the awareness of students to opportunities

in our province, create networks that students can utilize upon graduation, and, potentially, positively influence their career paths in ways which connect them with opportunities in this province.

I am very proud of how the Harris Centre is connecting with all parts of the University in contributing to the needs of all areas of our province. I am confident it will continue to build momentum in the years to come.

Sincerely,



Dr. Leslie Harris

President Emeritus, Memorial University



This third annual report of the Harris Centre marks another excellent year in connecting Memorial University faculty, staff and students with the needs of the province.

During my time as President, I have placed great importance on the mandate of the University to contribute to the social and economic development of the province. I have traveled throughout Newfoundland and Labrador, meeting with community groups, businesses, partner organizations such as the College of the North Atlantic, and with Memorial alumni who are making tremendous contributions in every community I visit. Wherever I go, awareness of the work of the Harris Centre is growing all the time. By creating opportunities for Memorial research, teaching and outreach to contribute to regional policy and development, the Harris Centre is serving all faculties and

departments of the University in communicating what they are doing now and to identify new opportunities for collaboration. The Harris Centre coordination and facilitation role has drawn on the resources of the Marine Institute and Sir Wilfred Grenfell College. It has partnered with the Labrador Institute and it has brokered projects delivered by the Centre of International Business Studies, the P.J. Gardiner Institute and the Centre for Management Development. No faculty, from Arts and Science, to Engineering and Education, has failed to respond to opportunities identified by the Harris Centre.

The new strategic plan for Memorial recognizes our commitment to meeting the needs of the province, and the Harris Centre plays an integral role in that regard. I am delighted that in three short years, this new Centre has succeeded in building on the extensive activities Memorial already contributes, and in helping us to go from strength to strength. Congratulations to the Harris Centre team for another great year – keep up the good work!

Sincerely,

A handwritten signature in black ink, appearing to read "Axel Meisen", followed by a period. The signature is fluid and cursive.

Axel Meisen, Ph.D.
President and Vice-Chancellor
Memorial University

It is truly satisfying to bring greetings is this, our third annual report. This report provides another high level review of the many programs and activities of the Harris Centre. We are delighted with our new Harris Centre identification, featuring a stylized compass which highlights our navigator role, and honours our province's marine tradition, while pointing to new opportunities for the future.

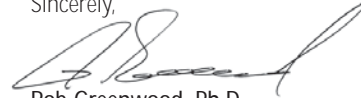
We are encouraged by the tremendous response by Memorial faculty, staff and students, and by stakeholders in the community, in industry and in the public sector, to working with us on collaborative initiatives.

Our biggest challenge is in managing the demand for our brokering, facilitation and coordination services. We are meant to remain a lean organization that leverages the amazing breadth, depth and excellence of Memorial University in contributing to regional policy and development in Newfoundland and Labrador. The Harris Centre core team of Mike Clair, David Yetman, and Renee Fitzgerald demonstrates, daily, a commitment to their work and to realizing the mandate and vision of the Harris Centre. Nothing succeeds like success, and we are very fortunate to attract amazing project staff, and we can see the impact students and recent graduates can have on our programs and services. Indeed, as highlighted in this report, numerous undergraduate and graduate students have worked on projects with us, bringing their enthusiasm and cutting edge knowledge to our work, and in the process learning what it is like to work with a highly motivated team dedicated to making a difference in our wonderful province.

We are very fortunate to love what we do every day. Linking knowledge and innovation with all sectors and regions of our province is our stock in trade. We encourage you to get in touch if you see opportunities to collaborate with Memorial University. We have just scratched the

surface and all Newfoundlanders and Labradorians will benefit as Memorial engages more and more, in all areas of the province.

Sincerely,



Rob Greenwood, Ph.D.

Director

The Leslie Harris Centre of
Regional Policy and Development





HARRIS CENTRE BRAND ELEMENT

The Harris Centre's role

is to coordinate and facilitate Memorial University's educational, research and outreach activities in regional policy and development. We are a navigator for stakeholders seeking to work with the University and also a navigator for faculty and departments within the University who wish to work with outside stakeholders.

We are therefore pleased to unveil a new visual identity for the Harris Centre. The use of the stylized compass pointing to the letter 'N' symbolizes the Harris Centre's Navigator role within the University and the community. It also captures Newfoundland and Labrador's historical attachment to the Atlantic Ocean and its sea-going heritage. The brand element has been designed to work with the Memorial brand and also to stand alone as an independent identity.



In conjunction with the development of the Harris Centre identity, our communications partner, **TOTALGROUP**, has also updated all our supporting materials with our new "look-and-feel". You will see our new graphic standards used in this annual report, on our visual presentations, all our new publications, on our signage and soon on our Web site.

PUBLIC POLICY



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

to discuss important issues of public policy. During the 2006-07 fiscal year, six such forums were organized throughout the province, dealing with everything from the fishery to offshore oil and gas. Some of these sessions were webcast, and the video can be accessed on the Harris Centre's website at www.mun.ca/harriscentre/videos. In those cases where the session was not webcast, the PowerPoint presentations are available at www.mun.ca/harriscentre/Memorial_Presents/Previous_MP.php. Where appropriate, the articles in the *Newfoundland Quarterly* can be accessed at www.mun.ca/harriscentre/NF_Quarterly.php.

Rural: Is It Worth Saving?

May 3, 2006

Sir Wilfred Grenfell College
Corner Brook

Dr. Ivan Emke, the program chair of Social/Cultural Studies at Sir Wilfred Grenfell College, talked about the crisis sweeping rural areas across the developed world. The crisis of rural communities is not simply economic or

structural, but also social and cultural. He then mentioned several examples where rural areas are adapting successfully to the unprecedented challenges which they are facing. Approximately 70 people showed up to hear Dr. Emke's stimulating presentation, which was webcast. Dr. Emke followed up his presentation with an article in the *Newfoundland Quarterly* (Volume 99, Number 1).

The Fishery: Can It Save Rural Newfoundland and Labrador?

May 17, 2006

Northern Light Inn
L'Anse au Clair

David Vardy, former deputy minister of fisheries for Newfoundland and Labrador, former president of the Fisheries and Marine Institute, and currently a research associate with the Harris Centre, outlined the challenges facing the fishery of the province: competition from low-wage countries like China, lack of resource, corporate concentration, etc., and advanced several recommendations to address these challenges. Approximately 80 people were in attendance at the presentation.



Dr. Ivan Emke

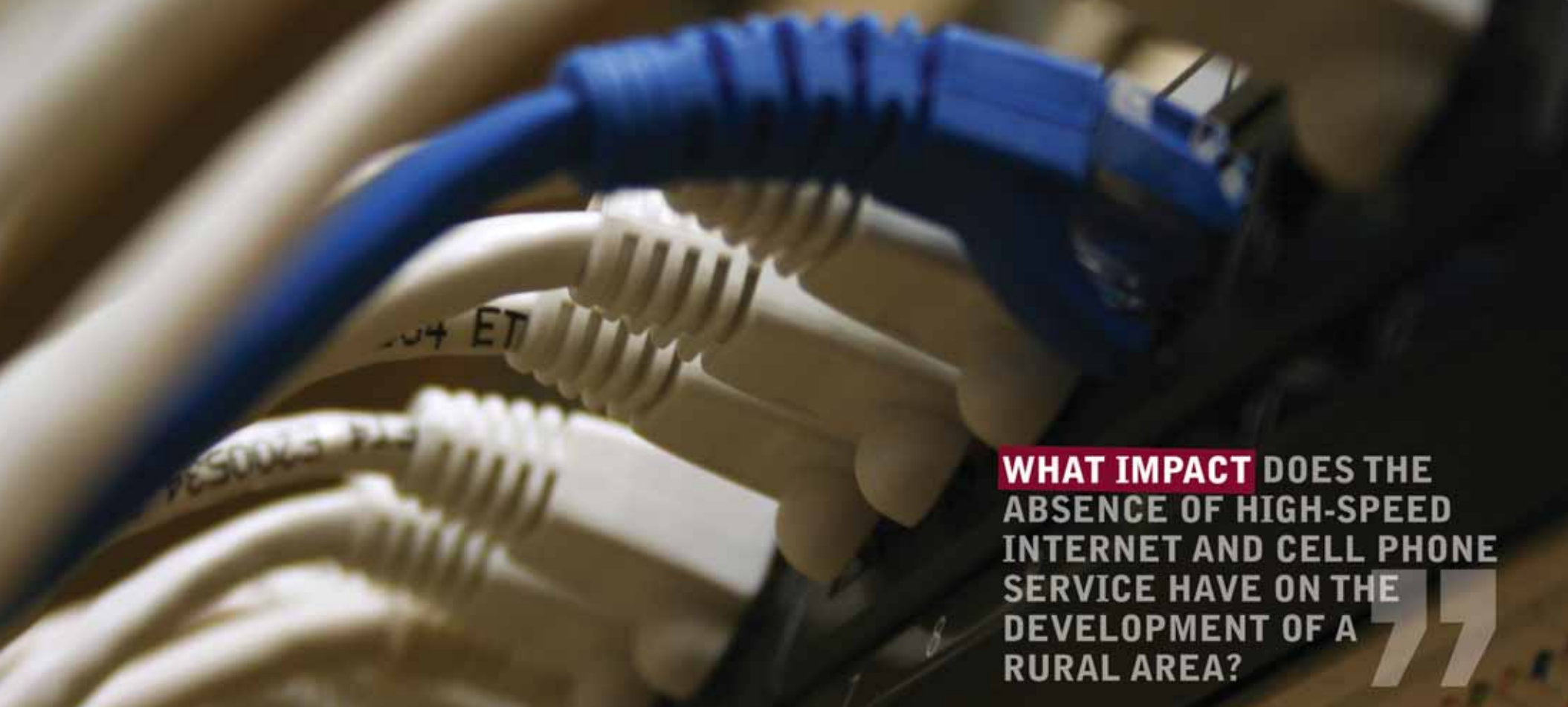
Meeting the Challenges of Regional Economic Development: Lessons from Ireland

May 30, 2006

Inco Innovation Centre
Memorial University

Ireland is currently experiencing a similar situation as is Newfoundland and Labrador, where the economy of the southeast part of the country is booming but the remainder of the country (the more rural Borders-Midlands-

West) is stagnating. To address this issue, the Irish Government initiated a foresight® process to develop a possible vision of the future of these areas. Dr. David Stewart, professor of Business Administration at Memorial University and chair of its Irish Business Studies, outlined the process and suggested how it could be used in Newfoundland and Labrador. Approximately 45 people attended this event, which was also webcast. Dr. Stewart followed up with an article in the *Newfoundland Quarterly* (Volume 99, Number 2).



WHAT IMPACT DOES THE
ABSENCE OF HIGH-SPEED
INTERNET AND CELL PHONE
SERVICE HAVE ON THE
DEVELOPMENT OF A
RURAL AREA? ”

The Future of the Marine Sector In the Coast of Bays

October 2, 2006

Vancor Motel

Bay d'Espoir

The Coast of Bays region, which includes the Connaigre Peninsula and the Bay d'Espoir area on the island's south coast, has been hard hit by the closure of the Harbour Breton fish plant in 2004. Glenn Blackwood, executive director of the Fisheries and Marine Institute of Memorial University, outlined the trends affecting the fishing industry, aquaculture and other marine activities throughout the world, and offered suggestions for maintaining the area's link with the marine sector until such time as the fishery could rebound. Approximately 80 people attended the session.

Getting Connected: Can communications technology transform your community?

November 7, 2006

Bird Island Resort

St. Bride's

What impact does the absence of high-speed Internet and cell phone service have on the development of a rural area? The Cape Shore area (southwest Avalon) lacks both these services, and residents believe this is hampering their ability to attract new businesses and provide public services. Dr. Dale Foster, a professor of Business Administration at Memorial University and a member of the Provincial Government's broadband committee, described how information and communications technology can help improve education, healthcare, business development and other activities in rural settings. About 35 people attended the event, and Dr. Foster followed up with an article in the *Newfoundland Quarterly* (Volume 99, Number 4).

Offshore Oil and Gas: Is Newfoundland and Labrador Getting "Its Fair Share"?

November 15, 2006

Inco Innovation Centre

Memorial University

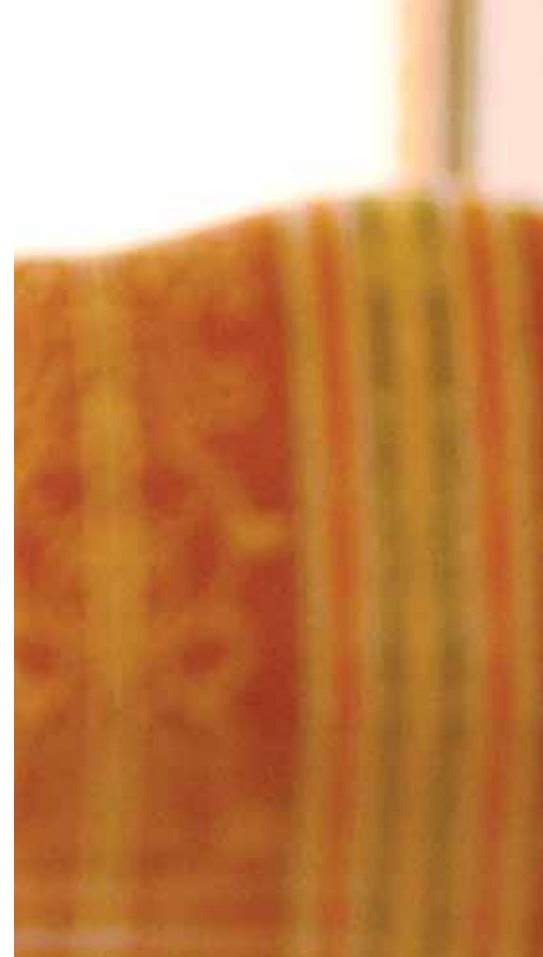
The development of the Hebron oil field off the coast of Newfoundland was put on hold by the petroleum producers in April 2006 as a result of a disagreement with the Government of Newfoundland and Labrador regarding royalty payments. This forum was the first time the three parties – the Provincial Government, the Canadian Association of Petroleum Producers and the Newfoundland Ocean Industries Association – had appeared together in public since the rupture. Dr. Wade Locke, a professor of Economics at Memorial University, outlined the issues for the audience of over 150, with a view to determining what would be the province's "fair share" of petroleum revenues. Dr. Locke followed up with an article in the *Newfoundland Quarterly* (Volume 99, Number 3), which was cited by the Alberta Government's Royalty Review Panel.

THE GALBRAITH LECTURE

The John Kenneth Galbraith Lectureship in Public Policy is an opportunity for Memorial University to invite a nationally or internationally renowned speaker to discuss an issue of current interest. There is one Galbraith Lecture per academic year, which is held on the St. John's campus of Memorial University.

The lecturer for the 2006–07 academic year was Dr. Margaret MacMillan, provost of Trinity College at the University of Toronto, and acclaimed author of *Paris 1919: Six Months that Changed the World* and *Nixon in China: The Week that Changed the World*. Dr. MacMillan's topic was "The Shadow of the Past: How History Shapes the Present". In her lecture, she focused on the ways in which history shapes the thinking and decisions of policy-makers. Their knowledge or lack of knowledge of other peoples and their issues can help them to make wise decisions or lead them into mistakes. Leaders – in a whole host of fields from politics to business – also search the past for lessons and analogies as they try to choose between one course of action or another. Drawing on key moments in recent history, from the Paris Peace Conference of 1919 to President George W. Bush's decision to invade Iraq, Margaret MacMillan explored the ways in which history can intersect with policy-making. The session was Webcast, and almost 400 people attended the lecture in person at the Inco Innovation Centre. The video of this session is available at www.mun.ca/harriscentre/videos.php.

**DRAWING ON KEY MOMENTS IN RECENT HISTORY,
FROM THE PARIS PEACE CONFERENCE OF 1919 TO
PRESIDENT GEORGE W. BUSH'S DECISION TO INVADE
IRAQ, MARGARET MACMILLAN EXPLORED THE WAYS
IN WHICH HISTORY CAN INTERSECT WITH POLICY-
MAKING.**





OUTREACH



OUTREACH

Universities are engines of growth in regional development, and Memorial University is no exception. Memorial develops highly-qualified individuals (most of whom remain in Newfoundland and Labrador upon graduation), who then go on to contribute to the economy of the province and to its quality of life. Through its research programs, Memorial also stimulates innovations, which may be commercialized or put into practice here in the province. And the University provides a portal into the global community, allowing us to look at the best practices in other jurisdictions.

And yet, universities are often seen as “ivory towers”, with little relevance to the community in which they are located. One of the important roles of the Harris Centre is to address this misconception, and to make the resources of Memorial University available to the community at large.

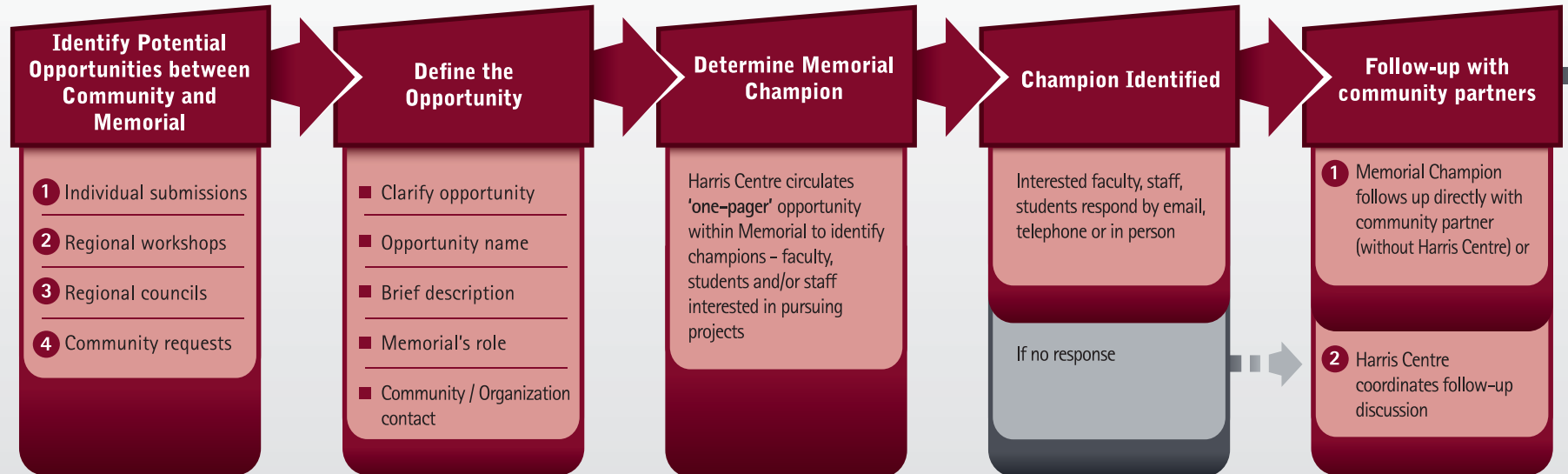
To accomplish this task, the Harris Centre seeks out opportunities for collaboration between Memorial University on the one hand, and outside organizations and individuals on the other. One of the ways in which it accomplishes this mandate is by organizing “Regional Workshops” throughout Newfoundland and Labrador.

A Regional Workshop is an opportunity for faculty, staff and students of Memorial University to meet with leaders and stakeholders in a particular region. Each Workshop is organized in cooperation with one and sometimes two Regional Economic Development Boards. The main objective of these one-day sessions is to identify new projects which are meant to improve the economy or the quality of life of the region. During 2006-07, three Regional Workshops were held, which altogether generated 71 new collaboration opportunities. The graphic on the next two pages shows the process that is used to follow up on each of the new opportunities which is identified. The list of Regional Workshops held during 2006-07 is shown on page 16.

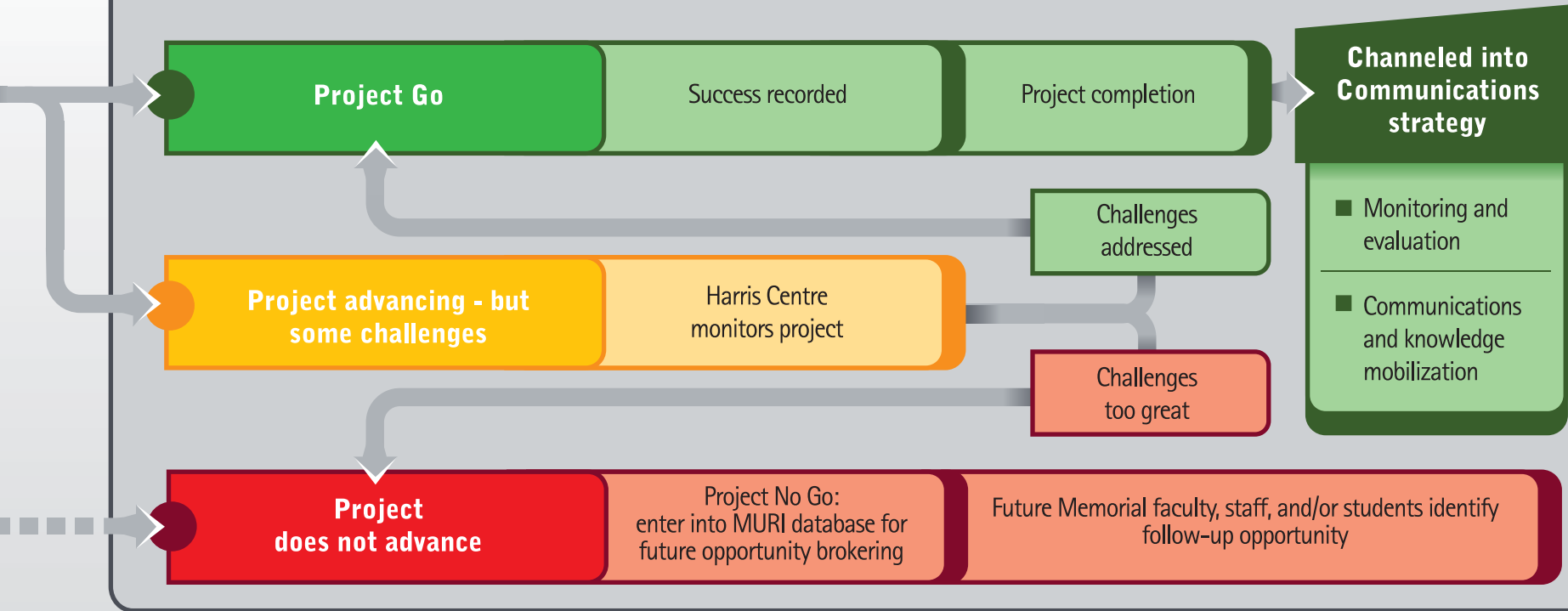
The Harris Centre also solicits ideas for collaboration from the Regional Councils of the Provincial Government's Rural Secretariat, from sectoral associations and from individuals. As well, many new opportunities arrive unsolicited, submitted by various individuals and groups.



FOLLOW-UP PROCESS FOR NEW OPPORTUNITIES



PROJECT STAGES



REGIONAL WORKSHOPS 2006-07

L'Anse au Clair, May 18, 2006

This Regional Workshop was organized in conjunction with the Southeastern Aurora Development Corporation (Zone 4) and the Labrador Straits Development Corporation (Zone 5).

Seventy people gathered at the Northern Light Inn in L'Anse au Clair to discuss what Memorial University is currently doing in Southeast Labrador in the areas of teaching, research and outreach, and to identify what else the University could do to improve the quality of life of the area and to stimulate the economy. Dr. Michael Collins, Associate Vice-President (Academic) delivered the keynote presentation.

During the morning session, the Harris Centre identified 48 activities in which Memorial University is currently engaged in the region. And during the afternoon session, an additional 21 new opportunities were identified, in the areas of fisheries/aquaculture, business/manufacturing, tourism and education.

St. Alban's, October 3, 2006

This session was organized in conjunction with the Coast of Bays Corporation (Zone 13), and was held at the Vancor Motel in St. Alban's. Approximately 60 people participated, including 27 from Memorial University (including Sir Wilfred Grenfell College and the Fisheries and Marine Institute). Dr. Eddy Campbell, Vice-President (Academic), delivered the keynote presentation.

The Harris Centre had identified 25 projects which Memorial University was currently undertaking in Zone 13. During the morning breakout sessions, presenters from Memorial discussed the research they were undertaking in the region or outlined the resources they could bring to bear to assist local stakeholders. The breakout sessions were divided into: fishery and aquaculture, tourism/diversification, and education.

The afternoon began with a plenary session where the Executive Director of the Coast of Bays Corporation outlined the major challenges facing her region. This was followed by breakout sessions which discussed fisheries/aquaculture, tourism and community education. These sessions identified 17 possible new opportunities for research, teaching and outreach.

St. Bride's, November 8, 2006

The Harris Centre's fifth Regional Workshop was held in partnership with the Avalon Gateway Regional Economic Development Inc. (Zone 18). Attendees included participants from Memorial University as well as a variety of stakeholders from Zone 18. Dr. Rob Greenwood, the director of the Harris Centre, delivered the keynote address.

The morning sessions were divided into tourism, fishery/marine, business/diversification, and education. During the morning sessions, Memorial participants discussed the 34 activities that the university is currently undertaking in Zone 18. During the afternoon sessions, a total of 33 new opportunities were generated in technology, education, natural resources, and tourism.

Sixty-seven people attended the workshop. Based upon the evaluation results from the event, participants felt that it was a useful and worthwhile way to become better informed on how Memorial University can help develop the region.

EXAMPLES OF FOLLOW-UP PROJECTS

During 2006-07, a total of 71 new opportunities were identified

during the Regional Workshops held in L'Anse au Clair, St. Alban's and St. Bride's. As well, 41 new opportunities had been identified in Workshops held during 2005-06 in New-Wes-Valley and Stephenville. Of these 112 new opportunities in total, the Harris Centre and its partner Regional Economic Development Boards considered 91 as feasible for follow-up during 2006-07. Here are examples of how the Harris Centre pursued some of these new opportunities.

A new ferry for the Strait of Belle Isle

At the L'Anse au Clair workshop, the tourism break-out group identified the need for a new, year-round ferry to replace the existing vessel which connects the Northern Peninsula with the Labrador Straits. The Harris Centre presented this opportunity to Dr. Dag Friis of the Faculty of Engineering and Applied Science, who teaches a course in naval design. Dr. Friis thought this idea would make a good course project, and invited his students to come up with possible hull designs for a year-round ferry service in the Strait of Belle Isle. Three of his students accepted the challenge: Evan Martin, Heather Brown and Jessica Coffey. Along with Dr. Friis, the students met with the Labrador Straits Development Corporation (LSDC) to determine the functional requirements of the desired vessel. The students completed their design in September 2007, and they and their professor hope that their report will encourage the provincial government to build a new vessel in the province, in support of the local shipbuilding industry.

Bacon-wrapped scallops: tertiary processing in the fishing industry

Another project which arose from the L'Anse au Clair workshop was a market research study on the feasibility of producing bacon-wrapped scallops, using scallops harvested by a fish plant owned by the LSDC located in the Labrador Straits region. The Harris Centre connected Susan Vaughn of Memorial's Centre for International Business Studies (CIBS) with Bruce Moores of the LSDC to undertake the project. Under the guidance of Dr. Katherine Gallagher of the Faculty of Business Administration, MBA students Melissa Manor, Jim Strickland and Dana Pope drafted a feasibility study on potential export markets. The report provided recommendations to the LSDC, which is now exploring its options.

Knowledge exchange in the tourism industry

This project arose from the Harris Centre's first Regional Workshop, held with the Kittiwake Coast Development Corporation in New-Wes-Valley in December 2005. At that workshop, it was recommended that the Terra Nova National Park area diversify its interpretation to include more about the region's cultural heritage. To this end, a session was organized for the local tourism industry, featuring a faculty member and three graduate students: Dr. Gerard van Herk and Becky Childs from the Department of Linguistics, Alison Copeland from the Department of Geography, and Kelly Best from the Department of Folklore. Craig Foley of Hospitality Newfoundland and Labrador also attended, representing C-CORE and its "iceberg tracker" software. The tourism operators in attendance were provided with new information which could be used to attract more visitors and to retain them for longer periods, and which may lead to new business opportunities.



THE HARRIS CENTRE AS “HONEST BROKER”

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 2006-07 with which the Harris Centre was involved:

**Intangible Cultural
Heritage Forum**
Memorial University
June 7-10, 2006

The Department of Anthropology and Archeology at Memorial University, the Provincial Government's Department of Tourism, Culture and Recreation, and the Association of Heritage Industries jointly hosted this major international forum on the preservation of intangible cultural heritage (ICH). ICH are those intangible cultural artifacts such as language, music, culinary traditions, oral traditions, mores, etc., which differentiate one people from another. Dr. Rob Greenwood served as the conference rapporteur and Michael Clair served as a facilitator.

Coracle Roundtable
Holiday Inn
St. John's
October 5, 2006

The Coracle Roundtable is a mechanism to promote exchanges between Ireland and Memorial University in all areas relevant to the Irish-Newfoundland relationship, to the mutual benefit of both parties. The 2006 Roundtable featured three Irish visitors who all had extensive experience in that country's Strategic Social Partnership, which is credited with creating the "Irish Tiger". The session was held at the Holiday Inn in St. John's and attracted about 50 people. Michael Clair provided facilitation services and produced a report of the event.

Exploring Creative Solutions for Small Coastal Communities

L'Anse au Clair
November 1-3, 2006

The Harris Centre partnered with SmartLabrador/ Labrador IT Initiative and the Nordic Atlantic Cooperation (NORA, the Nordic Council of Ministers' policy and research organization for coastal regions) on an international North Atlantic Forum, for discussion and exchange of information regarding challenges and solutions for small coastal communities. The forum was held in the Labrador Straits, and focused on the fishery, tourism, out-migration, public services, community leadership and human resources, and entrepreneurship. Dr. Rob Greenwood helped organize the forum and served as conference facilitator.

A Workshop on Vandalism

St. John's City Hall
November 25, 2006

At the City's invitation, Mike Clair organized and facilitated a day-long public workshop on the topic of preventing vandalism and dealing with its aftermath. This comes as a result of a

perceived increase in vandalism activity over the previous summer. The workshop was held on a Saturday and attracted approximately 80 people, including the deputy mayor, four councillors and the chief commissioner. The Harris Centre drafted a final report, which was tabled at a meeting of City Council on January 8, 2007. A number of the recommendations made at the symposium have since been implemented.

A Science & Technology Policy for Newfoundland and Labrador

January-May 2007

In January 2007, The Harris Centre was commissioned by Industry Canada to survey all science-based departments in the Federal and Provincial governments, as well as science and technology departments at Memorial University and the College of the North Atlantic. The purpose of this survey was to delineate the issues surrounding the development of a science & technology policy for Newfoundland and Labrador. Mike Clair and Amy Hsiao designed the survey and wrote the report.

Partnering in Healthy Pursuits 2007

Bell Island
March 22, 2007

In conjunction with Newfoundland and Labrador Centre for Applied Health Research and with the Bell Island Health and Wellness Advisory Council, the Harris Centre organized an event which brought to Bell Island senior officials from federal and provincial government departments and agencies, health care service organizations, academia, and non-profit organizations. The purpose of the meeting was to begin tackling some of the structural barriers to healthy living which exist on Bell Island.

Avalon Regional Joint Council Session

St. John's
May 25, 2006

Dr. Rob Greenwood was invited to facilitate a meeting between the association representing municipal councils for the Northeast Avalon with the Members of Parliament and the Members of the House of Assembly representing the area.

Capital Cities in their Provincial Context: A Workshop on Lessons and Best Practices for Leveraging Cultural & Heritage Capital Assets

St. John's
September 15, 2006

As part of the Canadian Capital Cities Organization conference hosted by the City of St. John's, the Harris Centre participated in a workshop which examined the challenges and successes capital cities have in connecting with their surrounding communities. Mike Clair presented and Dr. Rob Greenwood facilitated the session.

RESEARCH



APPLIED RESEARCH FUND

The Harris Centre's Applied Research Fund (ARF) provides funding of up to \$15,000 to faculty and students of Memorial University. The objectives of the fund are (1) to contribute to better informed policy, programs and best practices in regional development; and (2) to enhance Memorial University's capacity to undertake work in the fields of regional development and public policy.

There is one call for proposals per year, and the process for obtaining funding is competitive. The ARF differentiates itself from other sources of funding for academic research in two ways. In the first instance, the application process is simple (a 6-page application) and a response is provided within three weeks of the deadline. And secondly, the research project must have practical application for regional development in Newfoundland and Labrador.

During 2006-07, seven proposals were approved for funding:

“Supporting the Contribution of Higher Education Institutions to Regional Development Within Atlantic Canada,” Dr. Wade Locke, Department of Economics (\$15,000)

Are colleges and universities “ivory towers”, or do they contribute in a practical way to regional development? This research was part of a global study undertaken by the Organization for Economic Cooperation and Development (OECD), which looked at the role of colleges and universities in fourteen regions around the world, one of which was Atlantic Canada. Dr. Locke led the study in the Atlantic region. From the global study emerged the best practices which have evolved in other jurisdictions. The research project funded by the Harris Centre will examine how post-secondary institutions in Newfoundland and Labrador can help develop the province.

“Understanding the Dynamics of Out-Migration: An Analysis of Regional Demographic Change,” Dr. Scott Lynch, Department of Economics (\$8,000)

We know that Newfoundlanders and Labradorians are leaving the province for points west, but who exactly is moving and where are they going? What skills are they taking with them? Within the province, which regions are losing and which are gaining population? The first objective of this research project involved an analysis and comparison of out-migration at the level of each regional economic zone, in order to develop a profile of those individuals who choose to leave the province. The second objective was to identify the existence of labour market imbalances within each regional economic zone.

“How Mediating Organizations Contribute to the Social Reproduction of Rural Localities,” Mark Jones, PhD candidate in Anthropology (\$5,190)

What is the role of volunteer-based organizations in regional development? How do they make decisions that affect the community at large? This research explored the possibility of social and economic development on Fogo Island through the varying perspectives of members of one organization – the Save Fogo Island Committee. This study explored why and how this organization was formed and how it operates. During a year of participant observation, Mr. Jones documented the range of experiences which members bring to the committee and witnessed how objectives and means are negotiated. This research provided an in-depth case study of the current context for rural development. It also provided a holistic understanding of the constraints and possibilities of the people who live on Fogo Island.

“Marine Protected Areas: Policy Context and Science Basis in Newfoundland and Labrador,” Dr. David Schneider, Department of Biology, assisted by Dr. Paul Snelgrove of the Ocean Sciences Centre (\$10,000)

Marine Protected Areas (MPAs) are relatively new policy instruments dealing with Canada’s near-shore ocean resources. There are already two MPAs in the province, one in Bonavista Bay and one in the Labrador Straits. Is there a potential for more? The first objective of this project was to compare the policy contexts of Marine Protected Areas (MPAs) at national, provincial and local levels with special attention to Newfoundland and Labrador. The second objective was to identify internationally significant science questions that can be addressed within this province.

“Design of a Hybrid Energy System for Battle Harbour Island in Labrador,” Dr. Mohammed Tariq Iqbal assisted by Dr. Neil Bose, both of the Faculty of Engineering and Applied Science (\$10,000)

Small, isolated communities on the coast of Labrador currently depend entirely on gas-fired generators to produce electricity. What is the

potential for harnessing local rivers, the sun, wind and biofuels, and what are the challenges of connecting them all together in one seamless energy source? The researchers analyzed the power consumption on Battle Harbour Island, Labrador, to determine the wind and solar energy resource, and to design a hybrid energy system for the island. The designed hybrid system consisted of a wind turbine, photovoltaic panels, battery bank, inverters and existing generator. Consideration was also given to the incorporation of a wind-diesel/hydrogen electrolyzer and fuel cell-based systems as an alternate package. A year-long on-site data collection was undertaken for this research, and a hybrid system was designed based on this data. A detailed feasibility study was also completed during this research.

“Genetic Determination of the Uniqueness of Holyrood Pond Cod and Hake Populations,” Dr. Paul Snelgrove, Ocean Sciences Centre (\$15,000)

Holyrood Pond on the Southern Avalon is a unique ecosystem which sustains both fresh-water and salt-water species. Are the salt-water species genetically distinct from those in nearby St. Mary’s Bay and, if so, what implications does

this have for a commercial or recreational fishery? This work encompassed two main objectives. First, the team examined the genetic structure of Atlantic cod and hake populations within and outside Holyrood Pond, using both neutral and non-neutral genetic markers to provide a thorough examination of the connectivity between the pond and St. Mary’s Bay. Second, the team conducted a preliminary biological and physical oceanographic survey of the pond to provide insight into the pond ecosystem.

“Boat Building Design for the Yacht Fleet,” Dr. Dag Friis, Faculty of Engineering and Applied Science (\$15,000)

Newfoundland and Labrador’s competitive advantage is its knowledge of the ocean environment and of the vessels that navigate this environment. The overall project scope and objective was to develop a pleasure craft that can be successfully manufactured and exported by a group of Newfoundland and Labrador boat builders into, initially, the pleasure craft market as this vehicle gains market acceptance. The goal, therefore, was to execute this project in such a manner that several of the boat builders

that are equipped and interested in building such a vessel can cooperate to get a mould built to produce the hull and then each build their own versions distinguished through layout and outfitting, etc. The funding provided by the Harris Centre was intended to construct a model of the hull such that the performance of the design from an energy efficiency, controllability and comfort level in different sea conditions might be assessed through tank testing at some future date.



Dr. Tariq Iqbal, Faculty of Engineering and Applied Science.

STRATEGIC PARTNERSHIP INITIATIVE FUND

The Strategic Partnership Initiative (SPI) Fund promotes student research at Memorial University on the broad topic of provincial economic competitiveness in global markets. The SPI Fund is a partnership between the Harris Centre and the Strategic Partnership consisting of the Government of Newfoundland and Labrador, business and labour.

The program provides \$5,000 to graduate students for theses or major course papers, and \$2,500 to undergraduate students for Honours papers. Undergraduate co-op students are also eligible for \$2,500 for research papers.

In 2006-07, the following projects were funded under the SPI program:

- ▶ **Kat Goetting, Marine Institute,**
"The Effects of the Red Fish Fishery on the Newfoundland Economy"
- ▶ **Colin MacDonald, Department of Political Science,**
"Provincial Economic Competitiveness and the New Urban Asymmetry"
- ▶ **Karen Moores, Department of Political Science,**
"Civic Engagement: Approaching Global Best Practices"
- ▶ **Deatra Walsh, Department of Sociology,**
"Living and Working in Rural Newfoundland and Labrador: Refreshing our Knowledge of Young Women's Perspectives"

BROKERED PROJECTS

The Harris Centre is adept at tapping non-traditional sources of funding to assist faculty in carrying out research projects with practical applications in Newfoundland and Labrador. Here are two new sources of funding which will channel new monies to faculty at Memorial University.

DFO-MUN Collaborative Agreement Initiative

In collaboration with the Faculty of Science and Memorial University's Office of Research, the Harris Centre negotiated a memorandum of understanding with the Department of Fisheries and Oceans (DFO) to provide research funding to Memorial researchers working in the fishery within designated Marine Protected Areas. The agreement provides a unique framework for DFO-Memorial collaboration, including shared use of intellectual property and shared commitment of resources. In 2006-07, DFO provided \$100,000 to support Memorial University scientific research on Marine Protected Areas in Newfoundland and Labrador, which went to fund five projects:

- ▶ **Dr. Trevor Bell, Department of Geography,**
"Habitat mapping in Gilbert Bay, Labrador – a marine protected area (Phase II)"
- ▶ **Dr. Joseph Wroblewski, Ocean Sciences Centre,**
"Collection of field data for managing the Icelandic scallop fishery in Gilbert Bay, Labrador – a marine protected area"
- ▶ **Dr. David Schneider, Department of Biology, and Dr. Paul Snelgrove, Ocean Sciences Centre,**
"Pelagic fish (capelin and herring) research"
- ▶ **Dr. Paul Snelgrove, Ocean Sciences Centre,**
"Lobster Research in Leading Ticks"
- ▶ **Dr. John Green, Department of Biology,**
"Biological research on Atlantic cod (Gadus morhua) in Gilbert Bay, Labrador"

“Social Dynamics of Economic Performance: Innovation and Creativity in City Regions”

This is a Major Collaborative Research Initiative funded by Social Sciences and Humanities Research Council of Canada. Fourteen Canadian cities are included in the \$2.5 million research project, and Dr. Rob Greenwood is the lead researcher for the St. John's city region. The research will use case studies to determine why certain city regions are able to generate competitive, innovative economies and how this depends on social factors that are not usually considered in discussions of economic development. The research focuses on three themes: (1) the social dynamics of innovation, (2) creativity and social inclusion, and (3) governance.

Consistent with the Harris Centre mandate, Dr. Greenwood used this support to leverage greater participation by Memorial faculty in research related to the province. Dr. Josh Lepawsky, a new member of the Geography Department, has agreed to lead the creativity and social inclusion theme research, assisted by a graduate student. Ann-Marie Vaughan, Director of Distance Education and Learning Technologies (DELT) at Memorial and a PhD candidate, will lead the innovation theme. Dr. Greenwood will lead the governance theme. In addition, Dr. Reeta Tremblay, Dean of Arts, will lead research in three smaller urban centres across the province in all three themes.

**CONSISTENT WITH THE HARRIS
CENTRE MANDATE,
DR. GREENWOOD USED THIS SUPPORT
TO LEVERAGE GREATER PARTICIPATION
BY MEMORIAL FACULTY IN RESEARCH
RELATED TO THE PROVINCE.**



Dr. Josh Lepawsky, Department of Geography



I have had the pleasure of working with the Harris Centre since its inception in many different capacities. As an out-of-province graduate student conducting research on regional development, the Centre helped connect me with research contacts and later employment opportunities in the province. The Centre also provided an important avenue for communicating research results through participation in “Memorial Presents” forums and other Harris Centre-related events.

Most recently, as a new faculty member, I have found the Harris Centre to be a valuable partner in research such as the “Rural-Urban Interaction in Newfoundland and Labrador: Understanding and Managing Functional Regions” project and in the development of a proposed new Regional Policy and Development Certificate Program. I look forward to a continued and longstanding relationship with the Centre in research, teaching and building meaningful, mutually beneficial community-university relationships.

Kelly Vodden

Department of Geography

WHAT THE HARRIS CENTRE OFFERS FACULTY

A major part of the Harris Centre’s mandate is to provide opportunities to the faculty of Memorial University.

Connection to policy advisors and decision makers. The Centre generates activities which bring faculty in contact with policy advisors and decision makers. The Centre convenes “Synergy Sessions”, which are held at lunchtime and which bring together representatives from all levels of government, from the private sector, from the non-government sector and from academia, to discuss important issues of public policy. Sessions held so far have discussed themes as varied as transportation, immigration, education, regulatory reform, innovation and regional development. The Centre also organizes longer workshops where issues can be discussed in more detail.

Mobilizing research results. The Centre provides advice to make research findings more relevant to decision makers. The staff of the Centre have extensive experience working in and with government, and understand the needs and constraints of policy advisors and decision makers; they are adept at finding ways of “mobilizing” research findings to make them relevant to policy formulation. They are also adept at communicating research results in a way that is relevant to community stakeholders.

Funding for research. The Centre provides funding for research that is relevant to regional policy and development in the province. The Applied Research Fund provides researchers at Memorial University with up to \$15,000 for projects which have the potential for application in Newfoundland and Labrador. The Centre also negotiates new sources of funding which can be directed to academic research, such as the DFO-MUN Collaborative Agreement and the Social Dynamics of Innovation MCRI project (both outlined on pages 24 and 25).

Platforms to address the public. The Centre provides platforms for faculty, staff and students to address issues of important public policy with the broader community. The Centre organizes eight “Memorial Presents” sessions annually, which feature presenters from Memorial University, accompanied by panellists who may also be from the university community. More information on the “Memorial Presents” sessions held during 2006-07 is given beginning on page 7. The Centre has also negotiated an agreement with the *Newfoundland Quarterly* magazine to include one article on an issue of public policy in each of the magazine’s four annual editions.

Ideas for projects with practical applications. With our community partners, we identify ideas which may blossom into research projects, thesis topics for graduate students and published articles.

WHAT THE HARRIS CENTRE OFFERS STUDENTS

Another important part of the Harris Centre's mandate

is to provide opportunities to the students of Memorial University. Some of these opportunities are open to both undergraduate and graduate students, some are reserved for graduate students, and some are available to recent graduates of the University.

Funding for research and papers. The Harris Centre administers the Strategic Partnership Initiative Fund, which provides \$2,500 to undergraduate students and \$5,000 to graduate students, to write papers dealing with economic competitiveness in national and international markets (e.g., taxation policy; labour market development; labour relations; capital investment). These projects may be part of coursework, an honours thesis, master's dissertation or PhD thesis. The Centre also brokers other funds for academic research,

some of which are used to employ students as research assistants.

Connection to policy advisors and decision makers. The Harris Centre provides opportunities for students to meet with policy advisors and decision makers at all three levels of government, as well as in industry and non-governmental organizations. Students may also be invited to present papers funded under the Strategic Partnership Initiative Fund to government and non-governmental officials.

Connections with communities or external clients. Students often look for topics for papers, theses, dissertations, publications, etc. The Harris Centre is intimately connected to the needs of Newfoundland and Labrador, as they relate to public policy and regional development, and may be in a position to offer suggestions as to possible topics. The Centre may also connect students with stakeholders outside the University to pursue these topics.

Employment opportunities. The Harris Centre employs students during their work terms, on contract for specific projects, or for longer

term. Examples of specific projects include organizing logistics for Regional Workshops (see page 16), developing and maintaining the Centre's website, undertaking research projects commissioned by government or other clients, transcribing lectures, and coordinating conferences.

Commercialization of innovation. The Harris Centre manages the Graduate Student-Industry Knowledge Exchange, a program which brings together graduate students in the natural sciences, medicine and engineering with the private sector, with a view to commercializing students' research and/or identifying employment opportunities in the private sector.



As a recent graduate of the School of Social Work at Memorial University, I was fortunate to have found employment in my home province, and particularly with the Harris Center. The Harris Center bases its work from a strengths-based perspective, believing that community capacity building is possible in providing sustainable regions in Newfoundland and Labrador through teaching, research and outreach. Having worked as a coordinator for the regional workshops, and having been involved with various committees, I can say that employment with the Harris Centre has opened doors for me as a new graduate. I would encourage any student or graduate to become involved with the Harris Center's new and exciting initiatives and projects.

Bonnie Knight

*Child, Youth and Family Services
Eastern Health*

BUILDING CAPACITY THROUGHOUT NEWFOUNDLAND AND LABRADOR

The Harris Centre's expertise

in regional development and in public policy is often called upon at conferences, workshops and other events organized by governmental and non-governmental groups throughout Newfoundland and Labrador. During 2006-07, Dr. Rob Greenwood was invited to speak at the following events. (Where other staff of the Harris Centre participated, either with or without Dr. Greenwood, their names are included.)

“Bridging the Gap Between Researchers and Policy Makers”

Institute of Public Administration of Canada (IPAC), St. John's, April 12, 2006.

“Innovations in Planning: Wouldn't Implementing a Plan be Innovative?! Lessons in Ruthless Execution”

Invited presentation to the Newfoundland

and Labrador Federation of Municipalities' Municipal Symposium, Gander, May 12, 2006.

“Premier's Forum on the Fishery”

Invited presentation, St. John's, May 24, 2006.

“About the Harris Centre”

Invited presentation to the Newfoundland Environmental Industries Association, June 7, 2006.

“About the Harris Centre”

Invited presentation to the Rotary Club, St. John's, June 16, 2006.

“A Transportation Policy for Labrador”

Invited presentation by Merv Andrews, an Associate of the Harris Centre, to the Expo Labrador Conference 2006, Happy Valley-Goose Bay, June 2006.

“Rural Development in Canada: Issues and Opportunities”

Invited presentation to a meeting of Provincial-Territorial Ministers of Agriculture, St. John's, June 25, 2006.

“The Future of Endangered Coastal Communities: Building Capacity for Renewal”

Workshop facilitator, Change Islands, August 9-10, 2006.

“Developing a Strategic Socio-Economic Plan for Fogo Island: Where do we Start?”

Workshop for Fogo Island Communities and Groups in cooperation with Kittiwake Economic Development Corporation, Fogo Island, August 11, 2006.

“About the Harris Centre”

Invited presentation to the Clarenville Rotary Club, Clarenville, October 23, 2006.

“Labour Market Partnerships”

At the conference on Building Healthy Labour Markets in Newfoundland and Labrador, organized by the Labour Market Sub-Committee of the Strategic Partnership Initiative, St. John's, October 31, 2006.

“Canada's Changing Rural Context: Lessons for Newfoundland and Labrador & the Role of the Harris Centre in Connecting Memorial University”

Invited presentation to the Newfoundland and Labrador Regional Economic Development Association's Pan-Provincial Conference, St. Anthony, November 4, 2006.

“New Governance for Rural-Urban Interaction”

Presentation to Urban Municipalities Group, Newfoundland and Labrador Federation of Municipalities, Conception Bay South, February 10, 2007.

“The Harris Centre: Lessons in Knowledge Mobilization”

Invited presentation to the Canadian Evaluation Society – Newfoundland and Labrador Chapter, with David Yetman, St. John's, March 6, 2007.

“The St. John's City Region: Research Supporting Development”

Invited presentation to City of St. John's Economic Development Committee, St. John's, March 15, 2007.

THE HARRIS CENTRE





L to R: Dana Parsons, Edward Stern, Steve Browne, John Duff, Dr. Rob Greenwood, David Yetman, Dave Vardy, Ted Lomond, Mike Clair, Renéé Fitzgerald, Merv Andrews, Kathy Mason, Keith Dunne and Dr. Amy Hsiao.

HARRIS CENTRE STAFF

Dr. Robert 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, and sectoral and cluster development. He is past president of the Canadian Rural Revitalization Foundation and is chair of the National Rural Research Network.

Michael 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 was born and raised in Red Bay, Labrador, a small community in the Labrador Straits region. At an early age he was very active in community development and at the age of 22, founded the Red Bay Heritage Group, mandated with the task of preserving and promoting local heritage resources. Through development of partnerships with other community groups, and the federal and

provincial governments, the group secured considerable funding for development of a community museum, library, and tour. In 1998, he was awarded an International Grenfell Association award for community leadership.

David has considerable experience in regional development. He was former executive director of the Labrador Straits Development Corporation. 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.

David has a Bachelor of Arts in Psychology from Carleton University, Ottawa, and a Bachelor of Science (Hons) and Master of Science in Biology from Memorial University, from which he graduated in first class standing. For his graduate work, he received a 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 knowledge transfer and exchange in regional development.

David, his wife Corina and son William reside in Portugal Cove-St. Phillips.

Reneé Fitzgerald – Intermediate Secretary

Reneé Fitzgerald has been employed at Memorial University for Fifteen 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.



KNOWLEDGE IN MOTION

Call for Papers, Presentations and Sessions

Knowledge in Motion, 2008 is an international conference taking place from October 16th to the 18th in St. John's, Newfoundland and Labrador, Canada. The conference will explore how higher education institutions (HEIs) mobilize knowledge to affect regional development. Regional Development is understood here in a holistic sense as contributing to the economic, social and/or cultural well-being of citizens at the local or regional (sub-national) level. We are interested in any ways in which research, teaching and practice create and apply knowledge with a social, economic, cultural, environmental, or health impact.

This conference will not only be about knowledge mobilization, it will itself involve knowledge mobilization. To that end we need your help in building the program. We hope to present a range of content illustrating different processes and practices used to mobilize knowledge for an identified regional development-related goal. We want lessons from faculty, staff, and students in colleges and universities, as well as from individuals, communities and organizations that work with HEIs (or want to!).

What we are looking for is good stories and good storytellers who can help us all better understand the dynamics of mobilizing knowledge to help develop our communities and regions for the benefit of all residents. We are interested in all presentation formats. You may have a research paper to present or a multimedia presentation to give. You could propose to organize a panel of multiple presentations, or a roundtable discussion. Propose an issue and a framework for debate. A site visit or a game; an interview or an interactive theatre piece will all be fine, as long as they illuminate how knowledge is shared by HEIs from the inside-out, how partners develop and share knowledge from the outside-in, or how HEIs and partners build knowledge together.

Submissions received on or before March 31st, 2008 will be reviewed by the conference program committee and proponents will be notified by April 30th. We hope to hear from researchers, practitioners, students and others.

Contact The Harris Centre for a submissions template.

Knowledge in **MOTION/08**

October 16–18, 2008 / St. John's, Newfoundland, Canada

Exploring the Role of Higher Education Institutions in Regional Development. & Knowledge Mobilization - Learning What Works Best, From Each Other.

The Leslie Harris Centre of Regional Policy and Development, Memorial University of Newfoundland is hosting an International Conference of interest to all those committed to:

- Fostering regional development by applying knowledge and innovation generated by higher education institutions.
- Sharing techniques, processes and best practices for linking research, teaching and outreach with communities, businesses, governments and non-governmental organizations.

If you are interested in partnering, contributing papers, or attending, contact David Yetman, Manager of Knowledge Mobilization, at dyetman@mun.ca.



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