



Newfoundland and Labrador, Canada



achievements & transformations

PRESIDENT'S REPORT 2007

MEMORIAL UNIVERSITY: a place where people and ideas become. At Memorial, becoming is about both achievement and transformation. In this report, you will find many stories about achievement and about transformation, but you will also see profiles of several students who are the archetypes of growth, change, discovery, and ingenuity. Visually, they are represented by what interests them, what they have achieved, and what dreams may come. Their stories are of adventure, growth, success and change. Our students are guiding examples of people who become, and contributors to the fibre of what makes the Memorial University experience so unique.





NEWFOUNDLAND AND LABRADOR, CANADA

Where you are does more than define who you are ... it becomes part of your essence – that which makes you unique. For Memorial University of Newfoundland, the rare location and culture in which we have grown has helped to weave the rich fabric of what makes us distinct. A rugged environment has helped us become resilient – and some say it keeps us grounded. Being on the edge of Canada has fostered “leading edge” ingenuity and resiliency, and has helped us become independent and creative. The powerful forces of nature and our innate drive to solve problems that get in our way have bred a university recognized as a world leader in diverse fields such as cultural heritage, naval architectural engineering, linguistics, recreation, rural health care and the natural sciences. So Memorial is the natural place for 21st century explorers – a place where people and ideas become ...



● the Memorial University of Newfoundland mission

Memorial University is an inclusive community dedicated to creativity, innovation and excellence in teaching and learning, research and scholarship, and to public engagement and service. We recognize our special obligation to the people of Newfoundland and Labrador. Memorial welcomes students and scholars from all over the world and contributes knowledge and shares expertise locally, nationally and internationally.





"AN ACCOMPLISHMENT FROM WHICH I PERSONALLY TAKE THE GREATEST JOY IS THAT WE ARE GRADUATING RECORD NUMBERS OF STUDENTS."

PRESIDENT'S MESSAGE 2006-2007

WELCOME TO THE 2006-2007 PRESIDENT'S REPORT.

From this report, the accompanying DVD and our website (www.mun.ca/2007report), you will learn about Memorial University's diverse and remarkable activities over the past year. We have titled this year's report "Achievements and Transformations" because it characterizes our activities and reflects our new theme, Become. It speaks to our commitment to create a great future for our students and for our world, in a spirit of change, ingenuity and excellence.

Our principal accomplishment, and an accomplishment from which I personally take the greatest joy, is that we are graduating record numbers of students. Over 3,500 students completed their programs at Memorial University during the past year. They received not only a well-rounded education but many have also acquired highly specialized skills. Our graduates are well placed to enter the modern world of work, or, if they prefer, to continue advanced studies at the best universities of the world.

To bring Memorial University to the attention of prospective students, we have developed an innovative recruitment campaign based on the highly popular "Rant" video format. This format was developed by Dr. Rick Mercer, one of our recent honorary doctorate recipients, and it signals Memorial University's creative approach to education, research and other forms of scholarship.

During the past year, we developed a new Strategic Plan, a summary of which is included in this report. The plan commits the university to growth, including increased enrolments, and to a stronger focus on students.

This is my last report as president since I will complete my term in 2008. During the past eight years, we have seen a major increase in student enrolment (from 16,000 in 1999/2000 to 18,123 in 2007/2008), the creation of many new programs, including doctoral programs in Education, Music and Business, and the construction and modernization of many facilities such as the Smallwood Student Centre, Inco Innovation Centre, Field House and Petro-Canada Hall. Our research and other scholarly activities have grown substantially and we have increased our research income from approximately \$35 million per year to \$90 million per year. Most of the funds are used in support of our students and they make a great contribution to the economy of our region. In addition to strengthening our basic programs, we have concentrated our efforts in areas that are key to the development of our province and country: oil and gas, minerals, health and well being, culture and heritage. Memorial University's future is bright and with the support of the people of the province, as well as its many alumni and friends around the world, I am confident that we will continue to hold a rightful place amongst the very best universities of the world.

Axel Meisen, PhD, P.Eng.
President and vice-chancellor

● achievements

THE *ORDRE NATIONAL DU MÉRITE* RECOGNIZES DR. RONALD ROMPKEY'S CONTRIBUTION TO THE FRANCOPHONE COMMUNITY OF NEWFOUNDLAND AND LABRADOR – WORK THAT HAS SIGNIFICANTLY RAISED THE PROFILE OF THAT SMALL BUT IMPORTANT GROUP.



FRENCH GOVERNMENT RECOGNIZES WORK OF SCHOLAR

Dr. Ronald Rompkey, of the Department of English Language and Literature, was chosen to receive the *Ordre National du Mérite*. This Order of Chivalry is awarded by the president of the French Republic to French nationals for distinguished civil and military achievements and to foreigners for service to France and the Francophonie. The honour recognizes Dr. Rompkey's contribution to the francophone community of Newfoundland and Labrador – work that has significantly raised the profile of that small but important group. This includes chairing the board of Société 2004, a body that organized activities to mark 500 years of French presence in Newfoundland. "The French have been in Newfoundland as long as the English. For hundreds of years, they had the right to fish along Newfoundland's shores," Dr. Rompkey explained, adding that between 10,000-20,000 French men would have come to fish every year. "There was a significant French presence here, but because they couldn't establish any settlements, it was a kind of 'phantom' French presence." Dr. Rompkey's research over several years has lent substance to that phantom. The French left a rich written record of their experiences and perceptions of this place, but those writings were never well known or accessible. He has studied and published those writings widely and published the results in the 2004 anthology *Terre-Neuve: Anthologie des voyageurs français*. In the fall of 2007, he will publish *En mission à Terre-Neuve*, a collection of correspondence by Charles Riballier des Iles, vice-consul at St. John's from 1885 to 1903. The dispatches cover 18 years of rich territory in Newfoundland's history, including a bank crash, ministerial scandal and the great fire of 1892. "He gives us a picture of life here that hasn't been given before," said Dr. Rompkey. With the *Ordre National du Mérite*, Dr. Rompkey is also being recognized for his academic contributions in France.



Perseverance pays off

Bright eyes and a broad smile hide the many years of struggle, sacrifice and hardship Fatima Fathia Mansaray has endured. She was raised in Africa and England and was living in Sierra Leone as a teenager when war began. Ms. Mansaray lost many family members and friends and fled to Gambia for peace and safety. She lived there for a few years before she arrived in St. John's in October 1999, eight months pregnant, and with a three-year-old orphaned girl for whom she is responsible. Following the birth of her son, Ms. Mansaray began working in home care and received encouragement to train as a licensed practical nurse. She was accepted and began with much support from the Centre for Nursing Studies and the Sisters of Mercy. An excellent student, Ms. Mansaray was encouraged once again to further her studies through a bachelor of nursing degree. In her third year she received a scholarship which helped alleviate some financial strain. Ms. Mansaray proudly received her degree in May of 2007.



Business students win big at competition

Three undergraduate business students captured a top prize at the University of New Brunswick's CIBC Business Plan Competition in Fredericton, N.B. this past year. Jennifer Button, Katie Saunders and Heather Leaman, all students in their final year of the commerce program, created a business plan for a soccer league for children with autism as a project in their new venture creation class. Their professor, Wayne King, was so impressed that he encouraged the students to enter the competition at UNB. After fine-tuning the plan and developing a presentation, the three students travelled to Fredericton to compete against 10 other teams in their division. Their hard work and intense presentation paid off – despite apprehension about presenting to a team of expert judges, the team was awarded first prize, winning \$5,000 and a \$1,000 voucher to go towards participation in another competition. They are now in the midst of applying for other competitions and they are hoping to take their plan to a larger competition.



Award is a Canadian first for engineering professor

Dr. Aziz Rahman, a professor in Memorial's Faculty of Engineering and Applied Science, was named the first Canadian winner of the Dr. Ing Eugene Mittelmann Achievement Award by the Institute of Electrical and Electronics Engineers' (IEEE) Industrial Electronics Society (IES). The award recognizes his outstanding lifelong contributions to interior permanent magnet (IPM) motor drive systems and associated delta, pulse width and wavelet modulated inverters. Dr. Rahman successfully built the first 45 kilowatt IPM motor in the early 1980s at Memorial University and is widely known as "Mr. IPM". In recent years, the public demand for highly efficient electric vehicles has led car manufacturers like Toyota to seek improved technologies to meet the challenges of an energy hungry world dealing with limited fossil fuel sources. Since launching the world's first mass-produced hybrid vehicle in 1997, the Toyota Prius, the corporation has sold more than 1,000,000 hybrid vehicles – all of which use Dr. Rahman's IPM motor drive.

● transformations



“THE PROCESS OF DOING MY MASTERS HAS CHANGED HOW I LOOK AT THE WORLD. I DON'T HEAR MUSIC THE SAME WAY ANYMORE – I'M LESS READY TO MAKE JUDGMENTS ABOUT IT, AND MORE WILLING TO ENGAGE IN QUESTIONS ABOUT WHY IT'S PLAYED, WHO LISTENS TO IT AND HOW IT HAS MEANING.”

FINDING HER OWN NICHE

In October 2006, Kelly Best became the first-ever graduate from Memorial's master's program in ethnomusicology, a joint program between the School of Music and the Faculty of Arts. Her graduate research was the first to focus on the Newfoundland button accordion tradition, for which she looked at contemporary musicians. In 2005 her supervisor, Dr. Beverley Diamond, suggested she attend the annual Beaches Accordion Festival in Eastport, Newfoundland, as an opportunity to conduct research. There, Ms. Best examined the public performances – the selection of instrument and tune, and the style in which they performed. Then she went backstage and interviewed players from across the province, getting a glimpse into their personal histories and choices. “The majority of people were middle aged, and many had come back to the accordion sometimes 30 years after they'd put it down,” she said, adding that the older players usually refreshed their skills by listening to recordings. “My research would suggest that continuity might not be absolutely necessary to maintaining a tradition.” That return to music after an absence is something Ms. Best knows all about. A musician in her youth, she decided to pursue a passion for science instead, graduating from Memorial with a B.Sc. (honours) in geology in 1998. But after several years working in multimedia and online technology, she realized she wanted to study music. “I loved science, but I'd had a lifelong relationship with music and I wanted to come back to it.” That choice led her back to her hometown of St. John's, and back to Memorial. “Ethnographic research is so rewarding. You learn as much about yourself as you do others,” Ms. Best said. “The process of doing my MA has changed how I look at the world. I don't hear music the same way anymore – I'm less ready to make judgments about it, and more willing to engage in questions about why it's played, who listens to it and how it has meaning.” Ms. Best will continue her studies on the Newfoundland accordion during the pursuit of her PhD at Memorial.



'Older than average' student finds her path

Linda Peckford, a Change Islands, Newfoundland native, graduated with a bachelor of fine arts (visual arts) at the 2007 spring convocation at Sir Wilfred Grenfell College, though she had not attended school in over 30 years. "I came here initially as a healing process," she remembered, adding that both her parents had recently passed away. "It wasn't so much to get an education as it was to heal from the losses in my life." For someone who hadn't written a paper or an exam in 30 years, the prospect of returning to university was "kind of scary and intimidating. Then I met these wonderful teachers," she said. "To meet one good teacher would have been more than I expected, but to find all these in one school. If I had met them back in the '70s I would have had my first degree then."



Experience of a lifetime

While most first-year students settle into the academic routine, Business student Lauren Tobin had an experience of a lifetime during one of her semesters at Memorial. In November 2006, she met with world leaders at the APEC (Asia-Pacific Economic Co-operation) summit in Vietnam. There, the energetic business student interacted with heads of state, chief executive officers and other leaders while discussing various issues of importance to the Asia-Pacific region. As one of only five students chosen from across Canada and the only young representative from Newfoundland and Labrador, Ms. Tobin highlighted her home province as a destination of choice for business and industry. "Our proximity to the United States, relatively low labour costs, and focus on business, makes Newfoundland and Labrador an ideal destination for businesses in the Asia-Pacific region," she said.

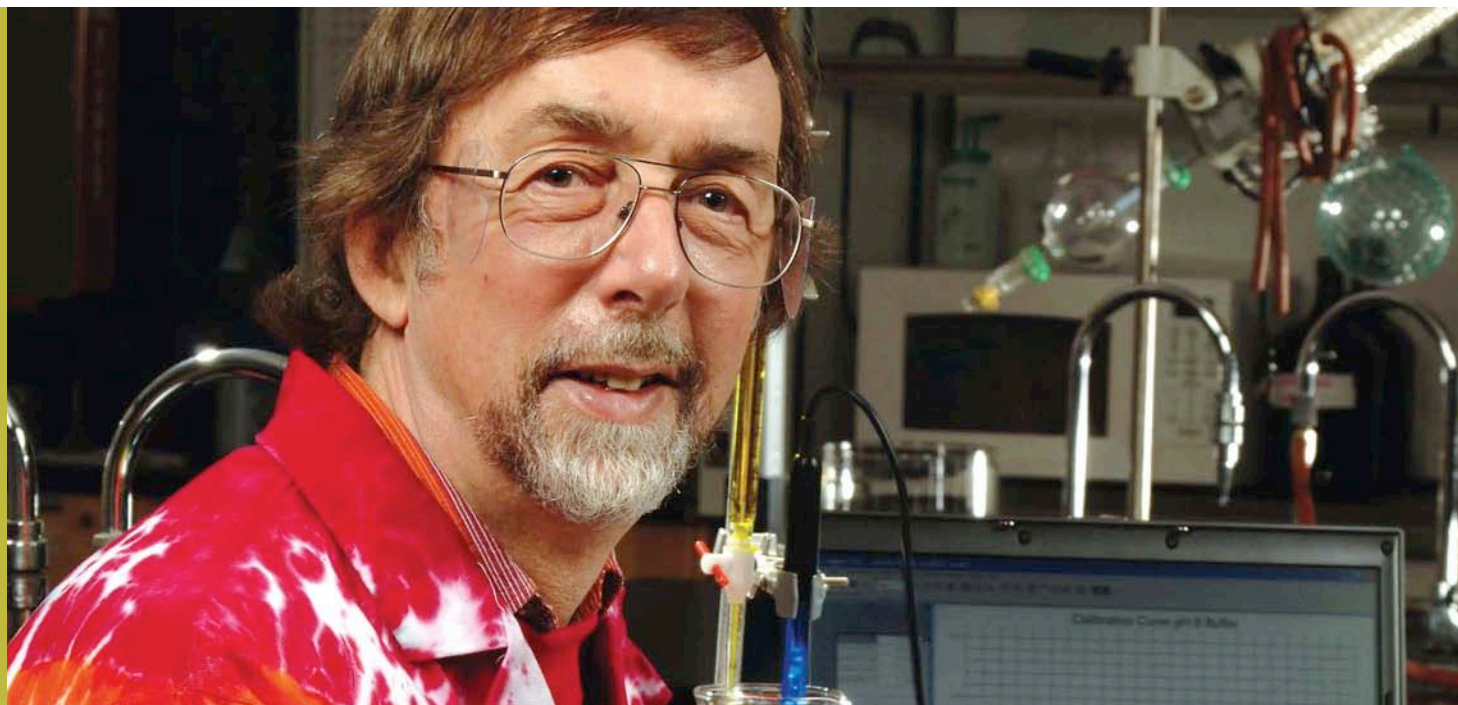


Top honours for academic and athletic achiever

A fifth-year Memorial University student who completed a joint honours degree in biochemistry and chemistry was chosen as the 2007 Rhodes Scholar from Newfoundland and Labrador. Luke Pike, 22, who is from Grand Bank on the province's Burin Peninsula, graduated from Memorial in May 2007 with his bachelor of science degree. He is taking up further study at the University of Oxford in England in October 2007 where he'll be pursuing a graduate degree in medical oncology at the Weatherall Institute of Molecular Medicine. "I'm very excited about this honour and beginning this new chapter in my career," said Mr. Pike. "I'll head across the pond in the fall where I plan to pursue my studies in cancer research and focus on common clinical cancer such as breast, colon and prostate cancers."

● teaching

DR. GEOFFREY
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GRENFELL COLLEGE PROF WINS PRESTIGIOUS TEACHING AWARD

A chemistry professor at Sir Wilfred Grenfell College was honoured with a major national award this past year. Dr. Geoffrey Rayner-Canham, professor in Grenfell's environmental science program, was named one the 2007 honorees of the 3M National Teaching Fellowships. The 3M National Teaching Fellowships are co-ordinated by the Society for Teaching and Learning in Higher Education. They're considered Canada's most prestigious teaching award and are open to Canadian university teachers from all disciplines. Dr. Rayner-Canham is the second Grenfell recipient to win the national award. Dr. Georg Gunther, professor of mathematics, received the 3M award in 2005. Over the past 30 years, Dr. Rayner-Canham has promoted science to countless students in Newfoundland and Labrador and become one of the most sought-after experts at Grenfell. Through his *Chemistry is Everywhere!* show, he has reached thousands of students and teachers, including those in isolated communities in Labrador that can be reached only by plane or coastal boat. A recent federal grant of \$54,000 from the Natural Sciences and Engineering Research Council (NSERC) will help him take his show on the road to schools in remote communities for the next three years. This is the seventh time that faculty of Memorial University have been honoured with this award; the other recipients were Dr. Georg Gunther (also of Grenfell College) in 2005, Dr. Andrea Rose in 2004, Dr. Alex Faseruk in 2003, Professor Shane O'Dea in 2002, Dr. Michael Collins in 1998, and Dr. Penny Hansen in 1990.



Professor named one of country's most influential women in sport

Dr. TA Loeffler, a professor in the School of Human Kinetics and Recreation, was the only Newfoundlander and Labradorian – and one of only a handful of recipients from Atlantic Canada – chosen as one of this country's most influential women in sport. Dr. Loeffler was one of 20 women chosen last February by the Ottawa-based Canadian Association for the Advancement of Women and Sport and Physical Activity. Other recipients include Olympic medalists Cassie Campbell, Cindy Klassen and Beckie Scott. The awards recognize women who have made a significant impact as athletes, administrators, advocates, board members, coaches, executives, officials, policy makers and volunteers. Dr. Loeffler is an avid mountain climber who has ascended some of the world's highest peaks.



Professor simulates reality to inspire student learning

Dedicated to inspiring students to learn, Memorial psychology professor Dr. Brent Snook has created a web-based version of his popular forensic psychology course that lets students participate in jury selection, eyewitness recall and recognition and much more. In the course introduction, Dr. Snook even simulates his arrest, where a student's first impression of him is of a shady character wearing a ski mask and a dark hooded sweatshirt. With the help of Distance Education and Learning Technologies (DELT), Dr. Snook has incorporated at least 12 multimedia components into his web-based psychology 2150 course. "I want students to get involved in the course by taking on the roles of participants," said Dr. Snook. "This way they get to experience what it's like to make some of the decisions that have to be made in the legal system."



Music for the masses

From jamming with veteran British rockers Jethro Tull to gigs with the Oregon Symphony and Minnesota Orchestra, flutist and Memorial School of Music professor Dr. Christine Gangelhoff drew on her own immense musical experience to introduce a new course in world music last spring. Music 2014: Introduction to World Music introduces students to various genres from around the world and demonstrates how music interacts with society, culture and politics. The course attracts students from a range of academic disciplines, broadening their musical horizons and encouraging them to examine how music fits into their own lives. "I have found that music is a wonderful way to relate to people and their culture," said Dr. Gangelhoff. "It creates a connection that allows you to access culture in new and unexpected ways."

● teaching

“THE EXPERIENCE I GAINED FROM TOGA HAS NOT ONLY HELPED ME IN MY TEACHING OPPORTUNITIES, BUT ALSO WITH MY OWN STUDIES”



INNOVATIVE GRADUATE TEACHING PROGRAM GOES CAMPUS WIDE

The Teaching Opportunities for Graduate Assistants (TOGA) program for graduate students started as a pilot in 2005 and went campus-wide in fall, 2007. This successful professional development program supports graduate students in their roles as teaching assistants (TA) and helps build their knowledge about teaching and learning. Enhancing the academic component of the graduate program through regular professional development is what sets the TOGA program apart from teaching assistant assignments at other universities. TOGA is voluntary and offers progressively challenging teaching responsibilities through three levels of certification, culminating with a TOGA fellowship as well as a certificate from the School of Graduate Studies. TOGA not only aims to build graduate career development and success, it also supports faculty and undergraduate learning and complements graduate recruitment initiatives, said Dr. Chet Jablonski, dean, School of Graduate Studies. On a national scale, Dr. Jablonski said the initiative places Memorial at the front of the graduate student professional development curve. “The experience I gained from TOGA has not only helped me in my teaching opportunities, but also with my own studies,” said Lindsay Babcock, a graduate student in the Department of Linguistics. “For me, TOGA is an excellent program that aids in developing tutoring skills. I definitely feel more confident as a tutor and I feel this program immensely improved my abilities to help others, which is not limited to academics alone.”



New course gives the graphic novel respect as literary form

Graphic novels, sometimes dismissed as comic books, are shaking their pulp reputations and getting serious scholarly treatment in a new course offered through Memorial's English department. Memorial professors Drs. Andrew Loman and Nancy Pedri are team teaching the Introduction to the Graphic Novels. It's a course that introduces the novel as a literary form, and helps broaden students' familiarity with the genre. Graphic novels are increasingly popular with young people, but only recently have gained recognition within the world of academia. "It's a form that's been monstrously overlooked, but that has tremendous literary potential," said Dr. Loman, who read graphic novels incessantly as a teenager and has also published in the form. "It is really politically engaged, yet people have not been able to forget its pulp origins." Drs. Loman and Pedri work together in the classroom, introducing topics and then opening a dialogue with the students.



Interest in math researcher's work quickly multiplies

Local and national media attention added up to a lot of interest in a Memorial math researcher's new book, launched in February, 2007. Dr. Sherry Mantyka, director of the Mathematics Learning Centre, wrote *The Math Plague: How to Survive School Mathematics*, for parents, teachers and students of all ages concerned about math skills. It's based on Dr. Mantyka's research into why bright learners have trouble with math. The Memorial professor has been helping students struggling in mathematics for over 17 years, trying to find ways to improve their understanding and retention. In January, she turned her attention to an unlikely student – CBC Radio-One producer Heather Barrett, who took Dr. Mantyka up on the offer of an "extreme mathover." "Dr. Mantyka's methods completely changed my attitude towards math and changed the way I think about learning and doing math," Ms. Barrett said. "It's still really helpful to me when I am trying to help my children with their math homework."



International ROV competition a splashing success

In June of 2007 the Marine Institute (MI) and the National Research Council's Institute for Ocean Technology (IOT) played host to the National Science Foundation's 2007 MATE (Marine Advanced Technology Education) International ROV competition. Underwater robots are also known as ROVs, or remotely operated vehicles. It's the first time the competition was held outside the United States. Over 300 students on 41 teams representing middle schools, high schools, home schools, after-school groups, community colleges and universities from Canada, The United States, Spain, Scotland, Iran and Hong Kong competed for awards in the Ranger and Explorer classes. Two teams from Newfoundland and Labrador – Heritage Collegiate of Lethbridge and Eastern Edge Robotics from St. John's – placed second overall in their categories.

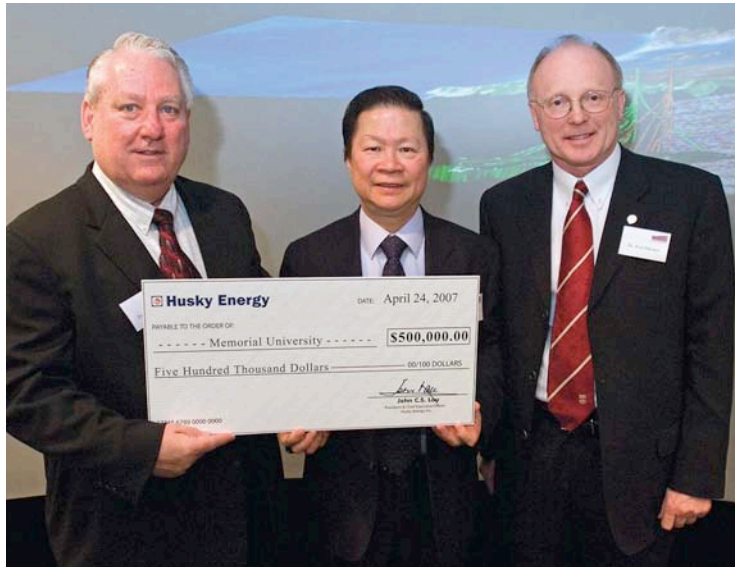
● research



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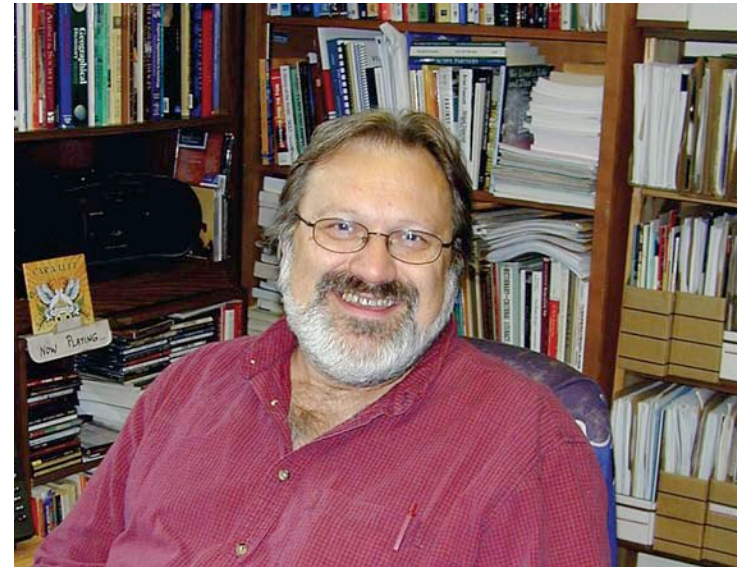
LINGUIST'S NORTHERN TREKS AIM TO PRESERVE LANGUAGE

Memorial linguist Dr. Marguerite MacKenzie made several treks north this year, working with the Innu people of Labrador and Quebec to record and preserve their language. The head of Memorial's linguistics department, Dr. MacKenzie is juggling several projects involving Innu-aimun, which is spoken in Labrador and Quebec. It's a language she speaks – though she admits not very well – and one of the few aboriginal languages left that children still learn. “The Innu language is changing quickly as a result of bilingualism. Everybody under the age of 40 also speaks English, so that has an impact,” she says. Her largest project is leading the development of a tri-lingual English/French/Innu-aimun dictionary. In 2005, this project received a five-year Community-University Research Alliances (CURA) grant from the Social Sciences and Humanities Research Council (SSHRC). While the dictionary uses agreed-upon, common spellings, it also reflects the variations in pronunciation that occur across dialects spoken in Labrador and Quebec. Dr. MacKenzie's other projects include working with the provincial Department of Justice to create a glossary of Innu-aimun for the criminal justice system. This Department of Justice initiative involves colleagues such as Dr. Doug Wharram from the linguistics faculty. Dr. Wharram coordinates the aboriginal studies program at Memorial and is developing an updated list of Inuktitut legal terms. Dr. Wharram is also working with the Nunatsiavut government on strategies that support early childhood Inuktitut acquisition. These northern treks also involve graduate students in linguistics like Jennifer Thorburn and Will Oxford, who are playing key roles in the preservation and promotion of Innu-aimun. Meanwhile, back on campus in St. John's, Kanani Penashue, a Labrador Innu student who is completing her degree in education, has proven invaluable in helping to understand and record the language she learned as a child.



Husky pumps half-million more into research chair

An additional half-million-dollar commitment last April 2007 to Memorial's Husky Energy Chair in Oil and Gas Research is helping the university continue to build an international reputation in the field of oil and gas research and testing, particularly as it relates to the offshore. The chair was established in 2003 with a \$2-million donation from Husky Energy, operators of the White Rose oil field and a partner in the Terra Nova field. The donation furthers the pioneering work of Dr. R. Phillip Bording, who holds the Husky Energy Chair in Oil and Gas Research. Dr. Bording's work in seismic modelling and imaging led to creation of the Landmark Graphics Visualization laboratory. Data from offshore reservoirs is fed into a computer that uses 4-D seismic modelling software to create to visual images, which are then analyzed by researchers.



Rural-minded Grenfell professor initiates work on research centre

With recent Statistics Canada data recording a population decline in rural municipalities, it was only a matter of time before well-known Sir Wilfred Grenfell College professor Dr. Ivan Emke turned his attention to the issue. Early in 2006 the professor of social/cultural studies began researching the feasibility of establishing a rural research centre, under the working title Centre for Sustainable Rural Communities. Dr. Emke and a research assistant met and interviewed people knowledgeable in the area of rural sustainability and economic development – people from tourism associations, development boards, business organizations, educational institutions and municipal officials. The study is in the report-writing phase, and Dr. Emke will be recommending a meeting of shareholders to discuss proposed structures and goals for the research centre.

● research



On the hunt for aquatic invaders

Dr. Richard Rivkin of Memorial's Ocean Sciences Centre is looking for invaders: invaders of the aquatic kind. Ones that lurk in the ballast water of commercial ships and threaten the biodiversity of marine coastal ecosystems. He's a principal investigator in the Canadian Aquatic Invasive Species Network (CAISN), a newly-funded Natural Sciences and Engineering Research Council (NSERC) Research Network that is studying how invasive aquatic species, such as pathogenic and non pathogenic bacteria, and other microorganisms are introduced and then survive in Canadian inland and marine waters on the east and west coasts of Canada. Here in Canada the number and diversity of invasive species, introduced through discharged ballast water of ships in Canadian ports, are the leading cause of biodiversity loss in lake ecosystems. It's a growing concern to aquaculture in Canadian coastal ecosystems. Dr. Rivkin is studying the composition, physiology, introduction and survivorship of invasive species in the ballast water of commercial ships that originate in the United States, Europe and (in collaboration with colleagues in British Columbia) Asia, and discharge their ballast in Canadian ports. Based at the Great Lakes Institute for Environmental Research at the University of Windsor, the invasive species network is the first of its kind. Dr. Rivkin and his colleagues are focused on three main research themes: how species are introduced, what factors influence their survival and successful establishment and what kind of risk they present to ecosystems. They are also looking at how to mitigate the impact of these species.



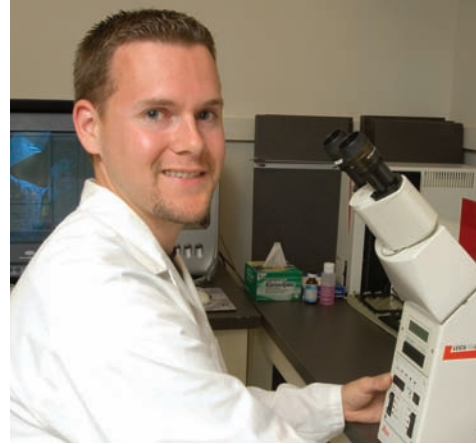
Memorial researchers profiled on national TV series

When CBC's popular science television series *The Nature of Things* wanted to learn about the geology of mountain building, they came knocking on Dr. Derek Wilton's door. "What a phenomenal opportunity, not only for me and my colleagues but for the university," said Dr. Wilton, a professor in Memorial's department of earth sciences whose work on the Labrador's spectacular Torngat Mountains had caught the media's attention. "Having a film production crew follow you around with a camera in your face all the time was a real eye-opener but a lot of fun and a great adventure." Well-exposed to the elements and rising directly out of the ocean, the Torngat Mountains are one of the best places on the planet to see mountain building in action. Mountains are created by the cyclical movement of the earth's crust, or so-called plate tectonics. When plates crash together, mountains are born. This national media coverage of Dr. Wilton's research was aired in September of 2007.



Website documents Moravian presence in Labrador

Faculty and staff at Memorial University's QEII Library collaborated with its partners at the University of Toronto and Université Laval to launch a new website in 2006 that documents the Labrador Inuit through the eyes of Moravian missionaries in the early 1900s. The website, titled *The Labrador Inuit Through Moravian Eyes*, includes digital reproductions of about 6,000 pages of text and 1,000 photographs related to the missions in coastal Labrador. The site also includes rare manuscript maps of northern Labrador and drawings, plans and paintings of the missionary settlements. It also provides access to approximately one hour of audio and video recordings of Moravian choral and brass band music. Moravian missionaries had their origin in ancient Bohemia and Moravia in what is the present-day Czech Republic, arriving in North America early in the 18th century. Visit: link.library.utoronto.ca/inuitmoravian.



Childhood cancer marker identified

A multidisciplinary research team led by the Division of Biomedical Sciences in the Faculty of Medicine discovered a new marker with a potential application for grading neuroblastoma, a devastating form of childhood cancer. The research team of Drs. Robert Gendron and H el ene Paradis with research assistant Ewa Miskiewicz and graduate student Darryl Martin (above), together with pathologist Dr. Chitra Pushpanathan, worked with an international multidisciplinary team of researchers, pathologists and clinical oncologists on a new study of the prognostic utility of the protein Tubedown in neuroblastoma. The multidisciplinary study focused on the role of Tubedown as a new molecular marker of outcome in neuroblastoma, a disease that affects young infants and still accounts for 15 per cent of cancer deaths in children.



Innovative researchers get \$3.7 million in AIF funds

Two Memorial University researchers received a total of \$3.7 million from the Atlantic Canada Opportunities Agency (AOCA) early in 2007. Funding from ACOA's Atlantic Innovation Fund (AIF) went to development of market-ready prototypes for small craft simulation, and to development of commercial software for the oil and gas industry that focuses on optimal well design and flow assurance. Under the leadership of associate professor Dr. Brian Veitch (above), researchers in small craft simulation at Memorial's Faculty of Engineering and Applied Science will develop market-ready prototypes for small craft simulation. The intent is to replicate scenario-based, mission-oriented conditions that will help improve skills, enhance human performance, and reduce the probability of human error and accidents. In the second initiative, Memorial will lead research and development of a three-year oil and gas related project with industry partners.

● community service



CHAMBER CHOIR MAKES CHORAL CONNECTIONS WITH MUSIC LOVERS AND ALUMNI

Last year was a very good year for Memorial's Chamber Choir. The choir performed a gala concert at CBC's Glen Gould Studio in Toronto last February with special guest and alumnus, sought-after Canadian tenor David Pomeroy. It was like icing on the cake for students and choir director, Memorial music professor Dr. Douglas Dunsmore. Building on the success of winning a national choral competition in May 2006, the group spent a week in Toronto performing and giving workshops at a local music conservatory. The Memorial Chamber Choir won top prize in the University Choir category during the CBC/Radio Canada National Radio Competition for Amateur Choirs. The trip to Toronto was strategic. Toronto is the home of the largest base of alumni outside of this province, so organizers wanted to reconnect with Memorial grads living in the area. "Our recruitment efforts are ongoing in Toronto but when we can partner with a group such as our chamber choir and alumni in the area we can really illustrate why Memorial is such a special place," said Sheila Devine, director of the Office of Student Recruitment.



AFFINITY DINNERS RAISE MEMORIAL SCHOLARSHIP FUNDS

Last November hundreds of alumni and friends of Memorial met in Ottawa, Toronto and Calgary for Newfoundland and Labrador Affinity Dinners. The events help promote Memorial and raise money for scholarships. Developed with the university's Alumni Association, Affinity Newfoundland and Labrador brings together people from various backgrounds. At the Ottawa event in November 2006, Canada's chief of defence staff, General Rick Hillier (above), a Memorial graduate from 1975, was keynote speaker. The event was emceed by Newfoundland and Labrador singer and songwriter Damnhait Doyle, who also attended Memorial. Meanwhile, Newfoundland and Labrador Lt.-Gov. Edward Roberts was the keynote speaker at the Toronto Affinity Newfoundland and Labrador Dinner held on Nov. 15, 2006. Lt.-Gov. Roberts is a former chair of Memorial's Board of Regents and an honorary degree recipient of the university. Actor, writer and comedian Jonny Harris (*Hatching, Matching and Dispatching*), a graduate from Sir Wilfred Grenfell College, was emcee. Rick Mercer and special guest speaker General Hillier regaled a full house at the Newfoundland and Labrador Affinity Dinner in Calgary last June. The proceeds raised during the evening – over \$70,000 – will support Memorial scholarships and bursaries.



The power of play

Memorial alumna Anne-Marie Bourgeois was determined to make a difference when she boarded a plane for Tanzania back in 2004. The Kippens, Newfoundland and Labrador, native spent the next two years as a volunteer program co-ordinator with Right to Play, the international non-governmental organization with a mandate to create a healthier and safer world for children through sport and play. Based in a small Tanzanian town, Ms. Bourgeois commuted to six remote camps where she worked with almost 250,000 Burundian and Congolese refugees and trained refugee youth and adults as coaches. This resulted in the emergence of local coaches who continue to train children in sport and play programs. "I am privileged to have grown up healthy and actively involved in many sports," said Ms. Bourgeois, an honours graduate of Memorial's kinesiology program.



Memorial and Moi work towards sustainable development

In April 2007, Memorial University announced a \$1 million partnership with Moi University in Kenya for development of research and training programs to help sustain the region's aquatic resources. A key project objective is to establish and implement outreach education programs that will help the country's Department of Fisheries and local communities gain a better understanding of sustainable resource management, aquatic environments and related gender issues. "Improving knowledge of ecosystem structure and management practices helps residents sustain resources and build sustainable livelihoods," said Dr. Anthony Dickinson, director of Memorial's International Centre which manages the project.



Memorial passionate about Festival 500 celebrations

One of Newfoundland and Labrador's most prominent music celebrations took to the stage, the street and several other venues in the city last summer, including at Memorial University. Memorial continues to be an integral part of Festival 500: Sharing the Voices. And, as they were a decade ago, a group of musicians with strong ties to Memorial were front and centre and as passionate as ever about the event that brought choral groups from around the globe to the city and to Memorial. Festival directors Dr. Doug Dunsmore, School of Music; Dr. Andrea Rose, Faculty of Education; and Prof. Ki Adams, School of Music and Faculty of Education, are faculty members at Memorial. Dr. Susan Knight, on leave from the festival this year, is a graduate, past instructor and Memorial alumna of the year. Festival director Peter Gardner is an adjunct professor at Memorial's School of Music and artistic director of the Newfoundland Symphony Orchestra (NSO).

● campus life



RENOVATIONS IMPROVE POPULAR MEMORIAL FACILITIES

Last year saw renovations to important and well-used Memorial facilities in the School of Music and the S. J. Carew Building, home to Memorial's Faculty of Engineering. The D. F. Cook Recital Hall (above), one of Memorial's most popular performance venues, received \$450,000 in renovations – including new seats, carpeting, lighting and sound system, and stage floor. The venue, which has been in constant use since opening in 1985, needed a facelift, said Dr. Tom Gordon, director of the School of Music. Funding to carry out the renovations came from the federal Department of Canadian Heritage, through its Cultural Spaces Program, Memorial and Friends of the School. The heart of the Carew Building, a 213-seat engineering lecture theatre, was also given a facelift thanks to a \$100,000 donation from Fortis Inc. of St. John's. Improvements include new seating, carpeting, lighting and state-of-the-art teaching technology with two new projectors and a 24-foot screen. The theatre was renamed the Angus Bruneau Engineering Lecture Theatre, after the first dean of Engineering who served as faculty head from 1968 until 1974. Dr. Bruneau is a former CEO of Fortis who retired last May after 18 years as chair of Fortis' board of directors.



Board of Regents gets new chair

Memorial alumnus and seasoned business executive Gilbert Dalton became the new chair of the university's Board of Regents in March 2007. In addition to being a B.Comm. graduate of Memorial, Mr. Dalton is also an alumnus of Queen's University. He worked with Ernst & Young in Toronto and Vancouver in a variety of accounting positions and in 1977, became a partner with Ernst & Young in St. John's. In 1986, Mr. Dalton assumed the role of executive vice-president and chief financial officer for the Baine Johnston Group of Companies, a position he maintains today. "I am honoured to be asked to serve in this important role," said Mr. Dalton at the time of his appointment. "Memorial is a tremendous asset for the people of Newfoundland and Labrador and through its teaching and research it plays a significant role in the economic and social well being of our province."



Memorial's career support goes virtually everywhere for students

Memorial's Centre for Career Development (CCD) went virtually everywhere this past year, introducing several online tools to help students and alumni find jobs. From tweaking resumés and cover letters, to brushing up on interview skills and learning how to go about a job search, the CCD has taken its career advice online to appeal to an ever-growing technologically savvy student population. Programs like its Virtual Job Finding Club (VJFC) and Realtime Career Chat are web-based initiatives that have allowed Memorial to branch out and connect with students in a way the centre wasn't able to in the past. "In short, we're changing how we offer career advice to better serve clients," said Chris Hounsell, one of the employment development co-ordinators with CCD. The centre has posted audio presentations that provide career advice on their website, and have even offered a virtual job fair online. "It's all about appealing to today's generation," Mr. Hounsell said.



Rant like Rick launches new student recruitment campaign

Memorial University of Newfoundland launched a new student recruitment advertising campaign early last year. The campaign "Rant like Rick," based on the rant component of the *Rick Mercer Report*, featured two TV ads with a male and female student each ranting about some of the factors prospective students would consider when choosing a university. The ads began airing last winter in movie theaters and on television in select markets: St. John's, Halifax, Ottawa and Kingston. The campaign included a contest component and encouraged students across the country to send in their rant, with a chance to win free tuition for a year at Memorial. Three winners were selected in May 2007. Stephanie Peters from Sydney, N.S., Brandon Copeland from Wolfville, N.S., and Melissa Hopkins from St. John's, each won a tuition voucher for two semesters, currently valued at \$2,550. To see the winning rants, visit the website at: www.mun.ca/rant/submit/.

● campus life



Grenfell College governance explored

Discussions about the future governance of Sir Wilfred Grenfell College and whether the province should have one university or two dominated campus hallways and provincial airways this past year. Though the issue has come up from time to time in the past, this latest round of discussion and debate is the result of a provincial government commissioned report that suggests creation of two universities within a single provincial system. Profs. J. L. Davies and J. Kelly recommended in their report released in April 2007 that each university have its own president, budget and governing Senate but with a shared Board of Regents. The provincial government has expressed preference for that option. Memorial's Board of Regents reiterated its support for one university in the province. The Board also reaffirmed support for increased autonomy for Grenfell College and urged the provincial government to carry out further analysis examining the impact on students, the costs, the required legislated changes and shared services.



Sea-Hawks win medal at national championships

Memorial captured its first national basketball medal last March before a jam-packed crowd in the Field House on the St. John's campus. The Sea-Hawks proudly took bronze at the Canadian Interuniversity Sport (CIS) women's basketball championships with a 75-60 victory over one of its closest rivals, the Dalhousie Tigers. The victory came just one week after the Sea-Hawks claimed the Atlantic title in Halifax. Memorial hosted the national event which brought teams from all over Canada to the capital city. Thousands of fans – including alumni and former players – took in games at the Field House in St. John's. "It's all about history, it's important for our program, for the province," said Doug Partridge, coach of the Women's Sea-Hawks basketball team. "Winning the bronze medal is something the girls will really appreciate when they look back." Simon Fraser won the CIS championships with a 72-68 win over the No. 2-ranked Alberta Pandas.



Creating a healthier workplace

Memorial's Board of Regents approved a respectful workplace policy on May 22, 2007. In development for the past couple of years, the policy outlines the university's commitment to diversity, dignity and respect for others. The policy applies to all Memorial employees and includes interactions employees will have with students, visitors and contractors. The policy highlights specific areas, including sexual harassment and anti-discrimination in the workplace. You can read more about the policy including its scope, values, principles, responsibilities, and complaint resolution processes at www.mun.ca/humanres/policies/Respectful_Workplace_Policy.pdf.



Faculty and staff participate in employee satisfaction survey

Memorial undertook a university-wide survey in February - March 2007 with the help of Brock University Workplace Health Research Laboratory. University employees were asked about the quality of their work life, and about diversity and respectful behaviour in the workplace. Forty-five per cent of Memorial staff participated in the mostly on-line process, with an overall response rate to the survey of 41 per cent. Faculty made up 32 per cent of the profile, with 62 per cent of non-academic staff responding. Released April 2007 to a university-wide audience, the findings point to higher levels of satisfaction around issues related to work control and work load, compared to over 40,000 respondents from other organizations across the country. Memorial's rates were 15 and 11 per cent higher respectively. But the survey also revealed that Memorial employees were significantly less satisfied with their pay and benefits (16 per cent and 13 per cent respectively) compared to their colleagues at other Canadian universities and organizations.



ACE Memorial makes it to semifinals in global competition

ACE (Advancing Canadian Entrepreneurship) Memorial, a group of young entrepreneurs from the Faculty of Business made it to the semifinals in the SIFE (Students in Free Enterprise) World Cup last September in Paris, France. The SIFE World Cup is an annual event that brings together young entrepreneurs from around the globe. The best teams from 45 countries competed in Paris to showcase their projects. Representing Canada, ACE Memorial competed against teams from countries including Germany, Botswana, Kyrgyzstan, China, Mexico and the Philippines. In the semi-finals the team was edged out by China, who emerged as the overall winner of the SIFE World Cup. The competition was judged by global business leaders who based their decisions on the impact team projects had in their communities. ACE Memorial is dedicated to advancing entrepreneurship in the province through projects that educate people in the community about entrepreneurship, free markets and ethics.



Dr. Ian Edwin Rusted



Dr. Douglas Eaton

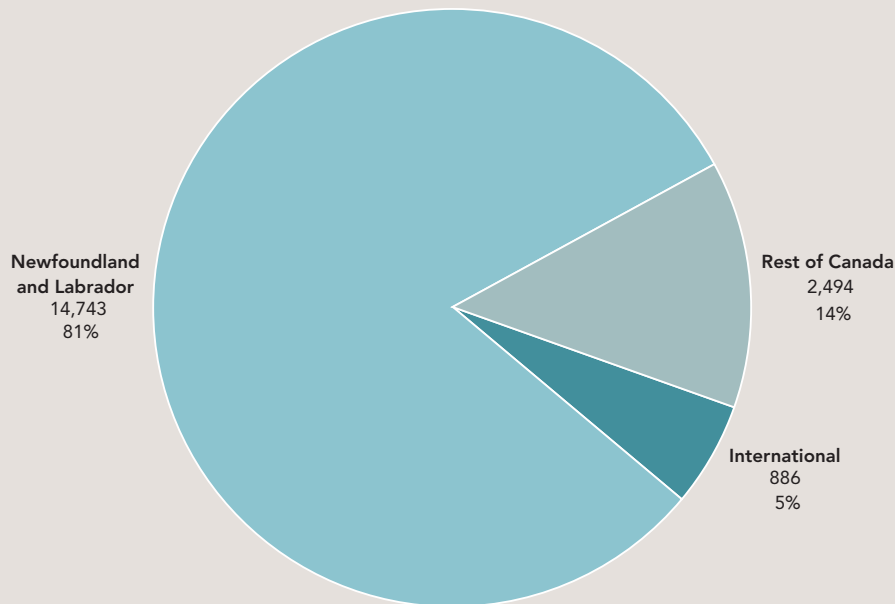
University community mourns passing of leaders

This past year the Memorial University community saw the loss of a number of retired faculty and staff. Among them were several great leaders who were instrumental in building the university. Dean emeritus Dr. Ian Edwin Rusted, the founding dean of the Faculty of Medicine, first vice-president (health sciences), first vice-president (health sciences and professional schools), and an honorary graduate of Memorial, died July 14, age 86. Dr. Douglas Eaton, a former vice-president of Student Affairs, director of Physical Education and an honorary graduate of Memorial, passed away Sept. 7, age 82. Dr. Iain Bruce, a former dean of the Faculty of Arts and head of the Department of Classics, died July 10, age 70 years.

● vital signs

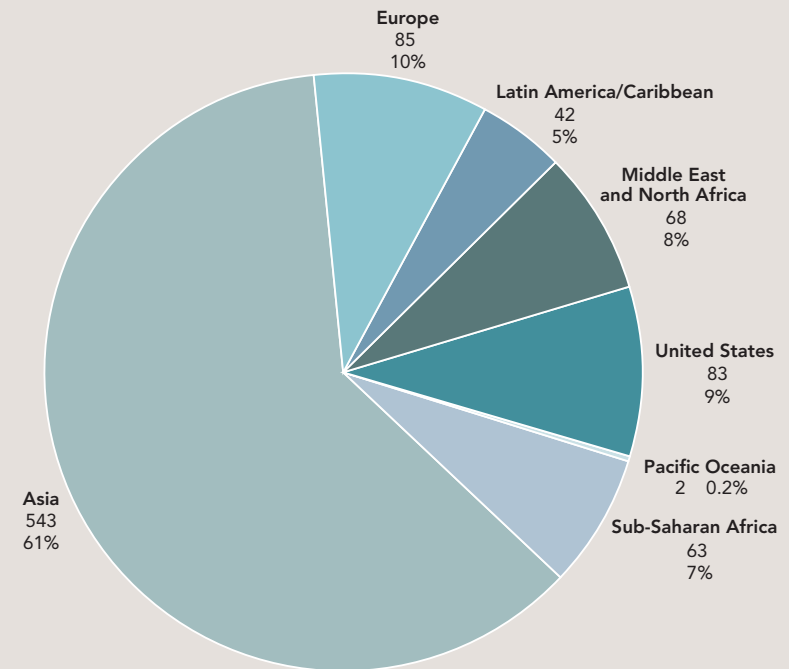
Total enrolment by place of residence
Fall 2006

Total Enrolment*: 18,123



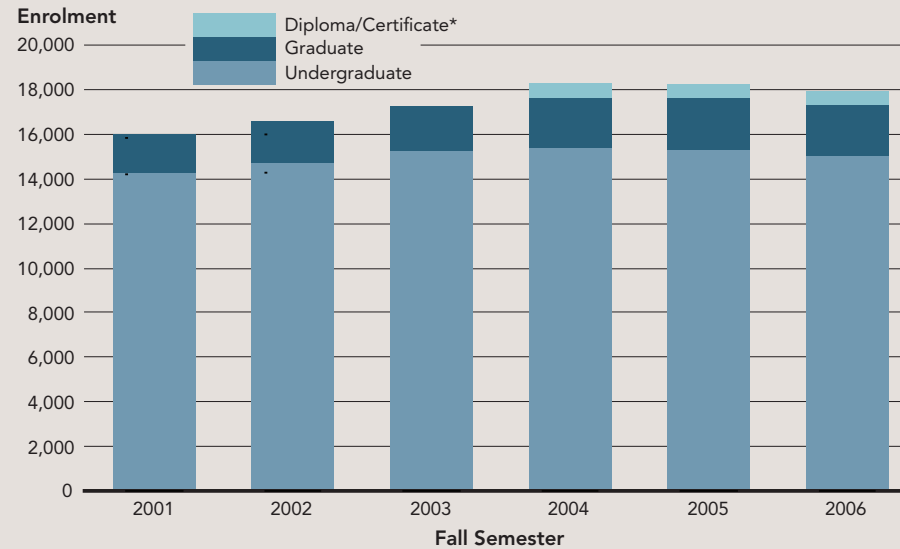
Total international enrolment by place of residence
Fall 2006

Total International Enrolment: 886



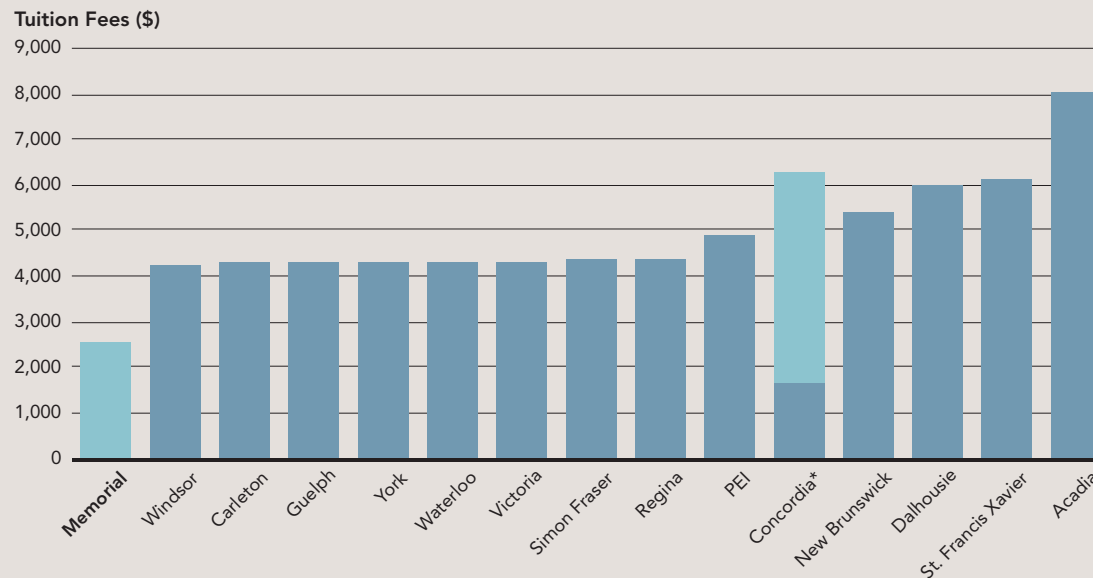
*Includes full-time and part-time students at end of the regular registration, Sept. 20, 2006. This year, two significant changes have been made to the compilation of enrolment statistics. Enrolment numbers now include diploma and certificate numbers for the Marine Institute. Also, the timing of the generation of enrolment reports has also changed from the end of the drop period (seven weeks) to the end of the registration period (two weeks). This makes the annual report consistent with official registration statistics.

Total enrolment (full-time & part-time) Fall 2001-2006



*As of 2004, Marine Institute diplomas and certificates were recorded on the registration system and are included in official enrollment counts.

Tuition fees for comprehensive and selected Atlantic Canadian universities (full-time Canadian student in an arts program) 2006-07



*Quebec resident tuition fees – \$1,668; Canadian resident tuition fees – \$4,651

Source: Association of Universities and Colleges of Canada

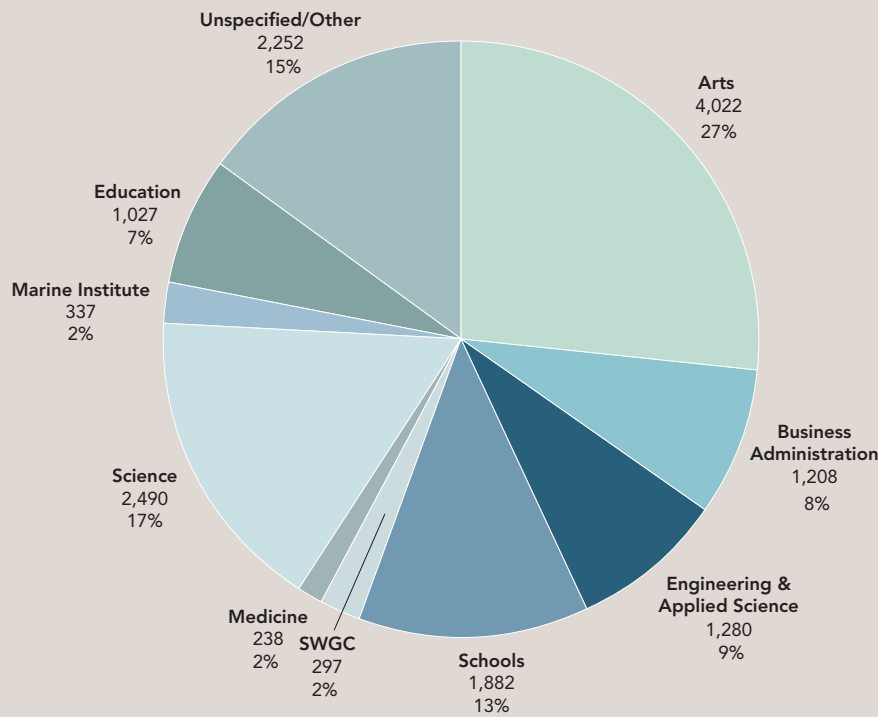
● vital signs

Total undergraduate student enrolment by unit Fall 2006

Total graduate student enrolment by unit Fall 2006

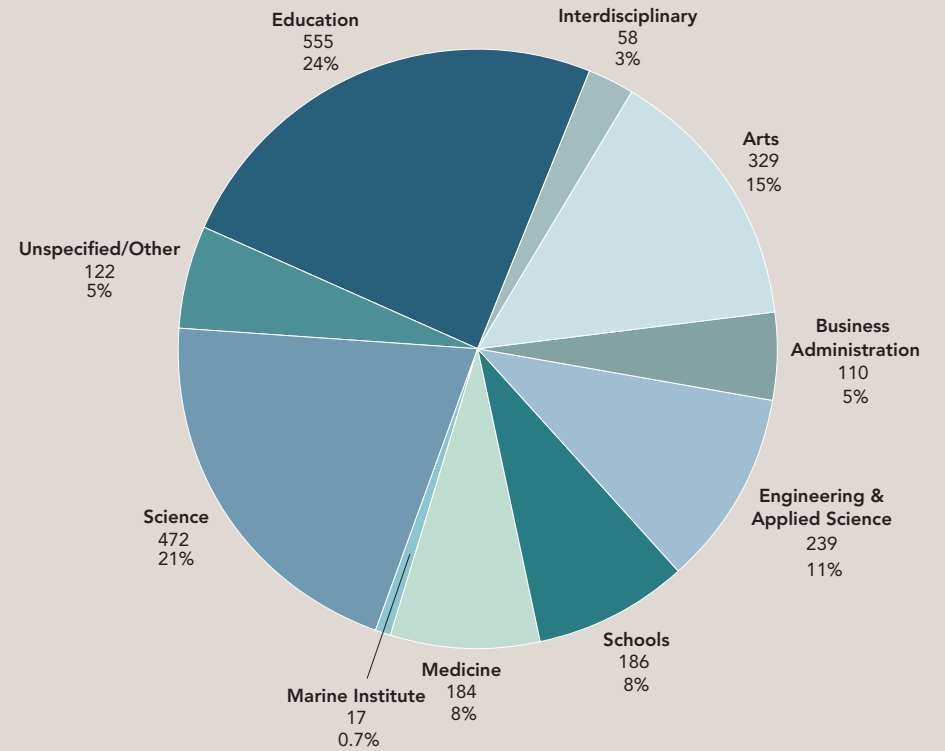
Total Undergraduate Enrolment*: 15,033

*Includes full-time and part-time students



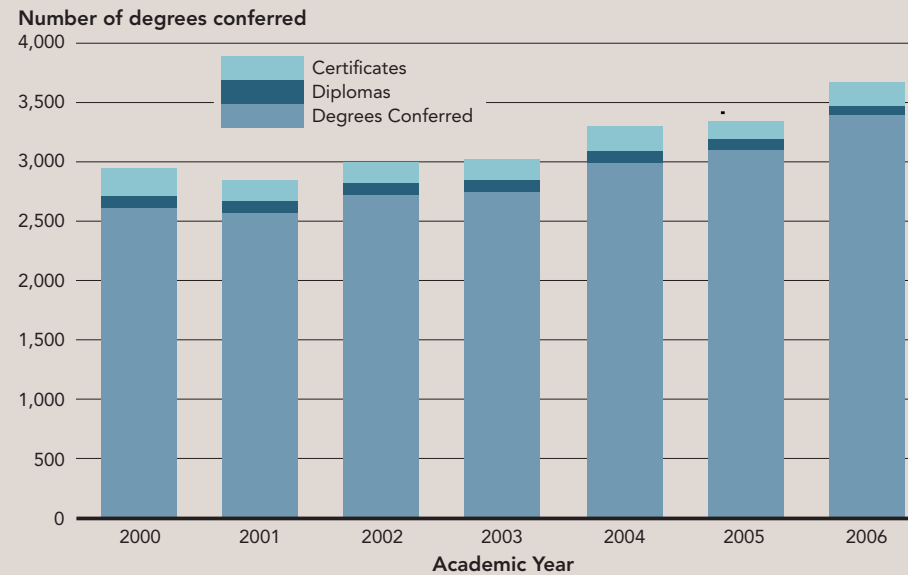
Total Graduate Enrolment*: 2,272

*Includes full-time and part-time students



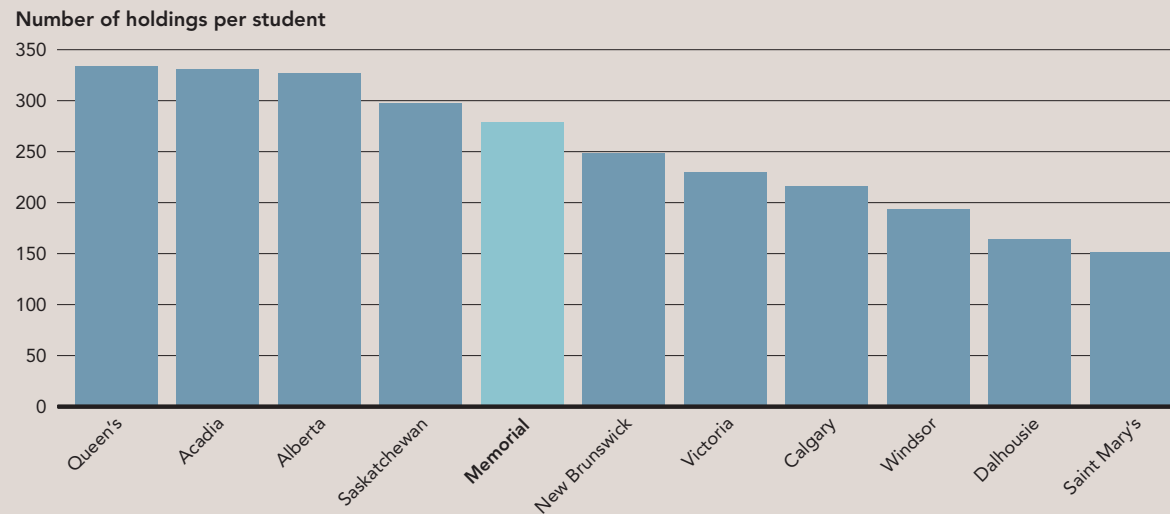
*Total diploma/certificate enrolment at Marine Institute: 614
Post graduate Medicine: 204
Total enrolment: 18,123

Degrees*, diplomas and certificates conferred 2000-01 to 2006-07



*Degrees include bachelors, masters, PhDs and doctors of medicine.

Library holdings per student for selected Canadian universities 2006



Source: Maclean's 2006



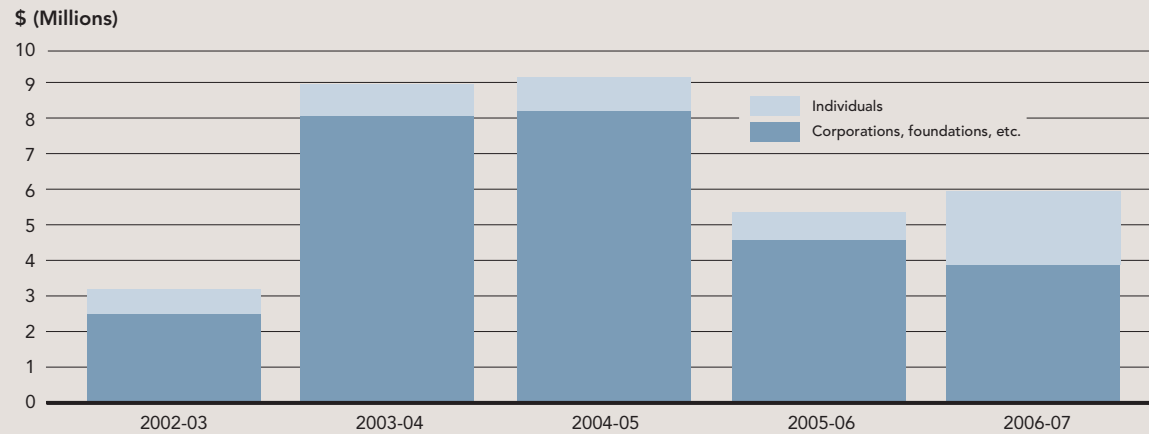
Residence Facilities 2007

		BEDS
ST. JOHN'S CAMPUS		
Paton College		
Double Rooms		387 (774 beds)
Single Rooms		213
Total Beds (Paton College)		987
Burton's Pond Apts.		
Family Units		15 (30 beds)
Total Beds (Burton's Pond Apts.)		542
Total Beds (St. John's)		1,529
SIR WILFRED GRENFELL COLLEGE		
Residence		
Chalet Apts.		190
Family Units		208
Total Beds (SWGC)		4 (12 beds)
Total Beds (SWGC)		410
HARLOW CAMPUS		
Total Beds (Harlow)		51

Philanthropic Support 2006-07

	GIFTS (\$)	OUTSTANDING PLEDGES (\$)	DONORS(#)
Individuals			
– alumni	1,695,232	320,658	4,441
– other	386,373	87,183	653
Corporations	1,856,677	1,497,499	238
Charitable/Family Foundations	299,097	255,650	26
Charitable Organizations/Associations	1,623,385	200	95
Government	0	0	0
TOTALS	5,860,764	2,161,191	5,453

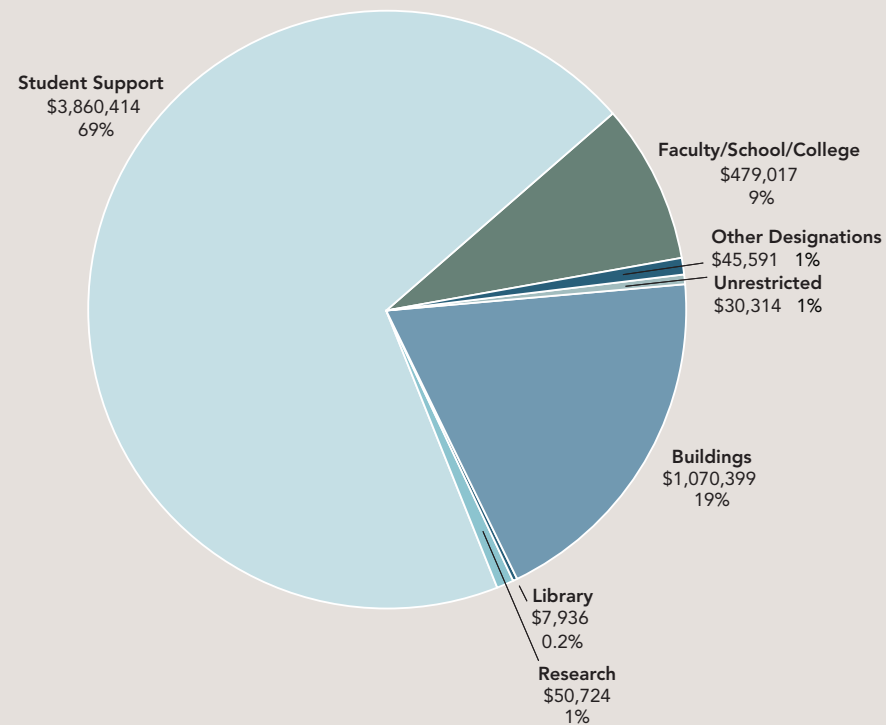
Philanthropic support 2002-03 to 2006-07



Includes gifts-in-kind
 2003-04 The provincial government supported the university for the Opportunity Fund \$3,100,000 as matching funds.
 2004-05 The university received a corporate gift from Inco for the Inco Innovation Centre

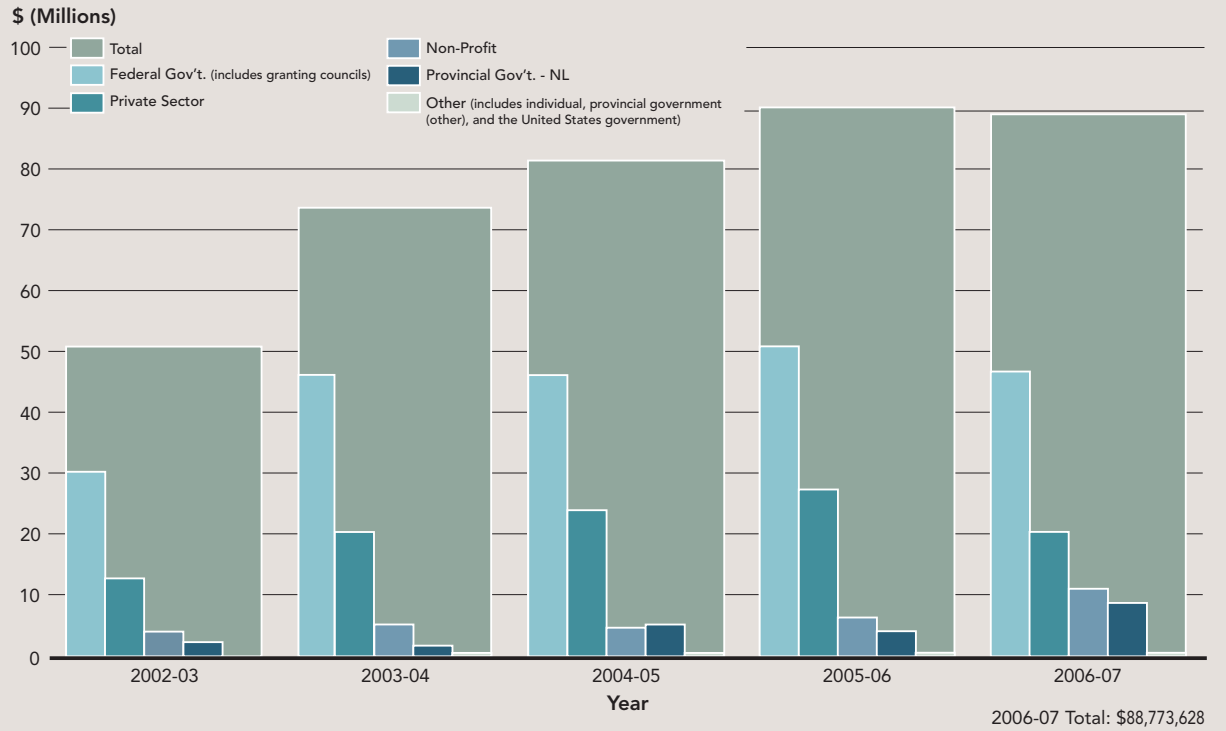
Total philanthropic support

* includes gifts in kind – \$316,369

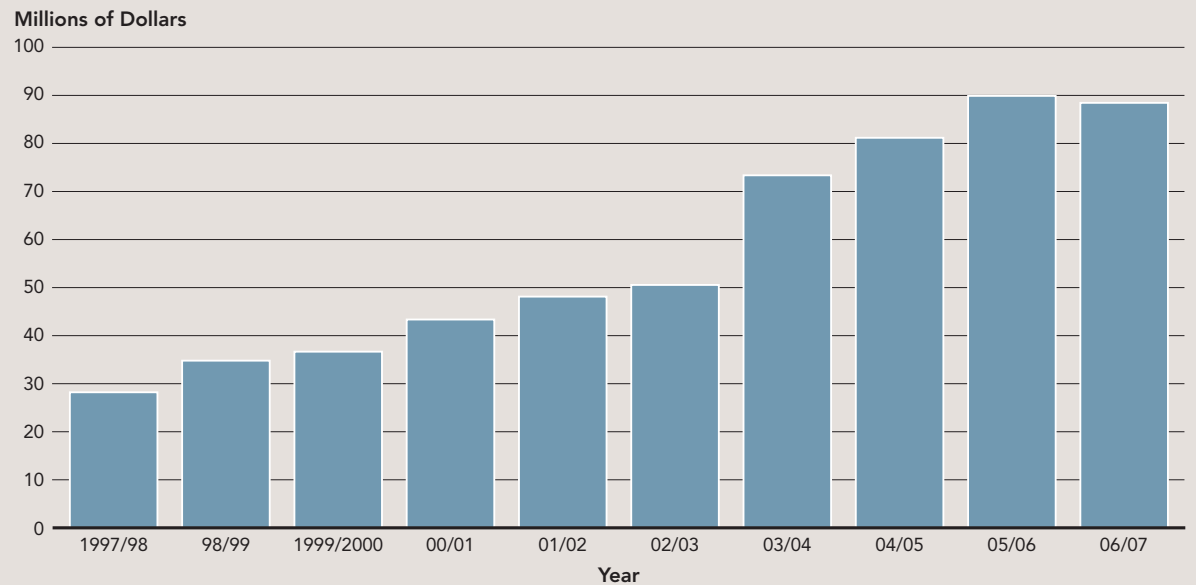


● vital signs

Sources of research funding 2002-03 to 2006-07



Total research funding 1996-97 to 2006-07





SUMMARY 2007-2012

FIVE PILLARS

MEMORIAL UNIVERSITY STRATEGIC PLAN

III Targets, outcomes, assessment

MEMORIAL UNIVERSITY'S STRATEGIC PLAN IS BUILT ON FIVE PILLARS – Students, Research, Community Service, Resources, Responsibility – that will guide the future direction of the institution.

The plan supports a growth agenda for Memorial. It includes outcomes, targets and annual progress measures and features a total of 29 major goals that will be pursued over the next five years.

Core Values and Principles

In expressing its core values and principles, Memorial is dedicated to:

- * Quality and excellence * Creativity, ingenuity and innovation * Equity, equality and diversity
- * Accessibility * Collegiality and co-operation
- * Responsiveness and flexibility * Competitiveness
- * High ethical standards * Sustainability
- * Accountability and transparency



- * Memorial University's Strategic Plan sets out a series of high-level targets and the measures needed to assess them.
- * To achieve the goals, faculties, schools, departments and units will determine appropriate operating strategies and implementation schedules.
- * Assessment of outcomes will occur annually. A series of benchmarks serves as a report card on progress to date.
- * The plan will be periodically reviewed and revised to reflect evolving aspirations of the institution and its environment.
- * Assessment will be both quantitative and qualitative.

BROAD INSTITUTIONAL GOALS

Memorial University has adopted a strategy of growth to help achieve its strategic goals. The university will grow in terms of students and facilities while maintaining and enhancing quality.

MAJOR TARGETS: * Increase enrolment to 20,500 * Increase the percentage of high school graduates from Newfoundland and Labrador attending Memorial * Increase graduate student enrolment to 3,900 * Increase the proportion of international and out-of-province students to 7,000 * Improve overall student experience * Increase research funding to \$100 Million * Increase the amount of research conducted on and in Labrador and rural Newfoundland * Assist with the understanding and development of the province's heritage and culture * Support the province in creating a sustainable, knowledge-intensive, internationally competitive economy * Increase the number of programs offered by distance * Implement a fund-raising campaign * Develop new science and health buildings, develop residence space, expand the libraries and other projects in the university's infrastructure plan * Continue to build Memorial's reputation * Become recognized as a leader in international engagement * Become a leader in transparency among Canadian post-secondary institutions * Become a provincial exemplar in waste management, pollution control, and institutional beautification

PILLAR 1: Students



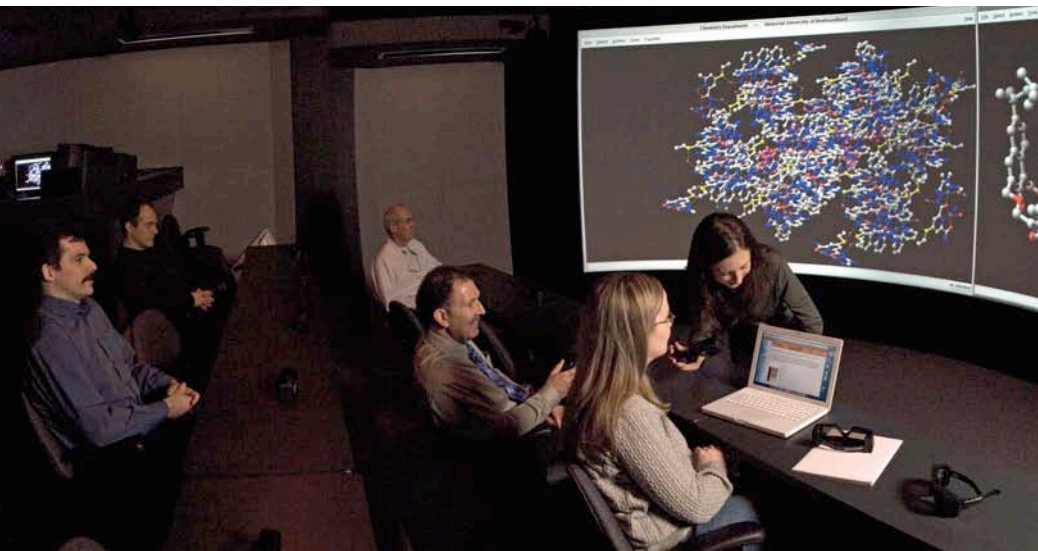
Students are the central focus of Memorial University. Their success while attending the university and afterwards is a key measure of our success.

The university is committed to providing high-quality education and to fully develop students' potential to become active, engaged and productive members of their community, the province and the world.

GOALS:

1. **FOSTER STUDENT SUCCESS AND RETENTION** Maintain an effective student success plan; support non-traditional learners; research key factors that influence academic success
2. **THE TEACHING AND LEARNING ENVIRONMENT** Support innovations in program delivery; improve teaching space; foster teaching development; expand co-operative education
3. **PROGRAM INNOVATION AND DEVELOPMENT** Grow academic programs; examine program demand; develop supportive resource-allocation mechanisms
4. **INCREASE UNDERGRADUATE AND GRADUATE ENROLMENT** Focus on under-represented segments of society; increase graduate enrolment; increase aboriginal, international, out-of-province students
5. **SERVE OFF-CAMPUS STUDENTS** Enhance distance program delivery; collaborate with College of the North Atlantic; explore alliances with other education providers; expand professional development and lifelong learning
6. **ENHANCE STUDENT RECRUITMENT AND FINANCIAL SUPPORT** Aggressively promote Memorial; employ innovative recruitment practices; enhance scholarships, bursaries and residences
7. **STUDENT SUPPORT** Focus on career development, counselling and disability services; enhance academic advising; focus on cost of education; enhance web-based student information services

PILLAR 2: Research, Creative Activity and Scholarship



Memorial University is committed to creating a vibrant culture of scholarly inquiry, where knowledge is created and transformed with excitement, creativity and rigor.

The development of Newfoundland and Labrador remains central to research activity at the university, but equally important is how this activity is situated in global terms. Memorial will identify research themes that enable fruitful, cross-disciplinary approaches and the sharing of resources.

Memorial University will continue to support a culture of scholarly inquiry that promotes the development of partnerships, both public and private, and encourages open-mindedness in all research endeavours.

GOALS:

8. **FOCUS ON HIGH NEED AREAS** Develop and expand strategic research plan; research themes recognize Memorial's strengths; relevance to provincial and global needs; enhance research at Sir Wilfred Grenfell College
9. **RESEARCH COLLABORATIONS AND PARTNERSHIPS** More cross-disciplinary; partnerships; collaborations in areas of strategic interest; disseminate findings; bridge research to the community
10. **RESEARCH ENVIRONMENT** Enhance services and incentives; communicate results; review policies and procedures; guarantee integrity
11. **EXTERNAL FUNDING** Grow grants in strategic areas; support new research and new researchers; improve funding for graduate and post-graduate students; improve infrastructure
12. **RESEARCH ENGAGEMENT AND PRODUCTIVITY** Assess impact and benefits, participation and funding; set targets relating to graduate student research and academic success; recognize successful faculty and graduate students

PILLAR 3: Needs of the Province



Memorial has played a major role in the development of Newfoundland and Labrador and remains committed to its cultural, social and economic needs. The university brings its expertise out to communities, actively engaging in dialogue to learn more about the problems they face, and to raise awareness of the value of a highly educated population.

GOALS:

13. **ACCESSIBILITY** Grow rural/community interaction; transfer knowledge and expertise; strengthen partnership with College of the North Atlantic
14. **FOSTER REGIONAL AND RURAL DEVELOPMENT** Enhance rural engagement in research, services, leadership, entrepreneurship and arts; support infrastructure improvements benefiting rural communities (e.g. broadband)
15. **EDUCATION AND RESEARCH OPPORTUNITIES IN LABRADOR** Enhance presence, research mandate, teaching and professional development in Labrador
16. **PARTNERSHIP WITH ABORIGINAL PEOPLES** Enhance success of aboriginal students; collaborate with aboriginal communities in programs, research and teaching
17. **IMMIGRATION AND INTERNATIONALIZATION** Grow international student enrolment; expand international focus and opportunities to students
18. **PROVINCIAL LINKAGES AND PARTNERSHIPS** Expand partnerships with College of the North Atlantic, regional economic development agencies, governments, industry, non-governmental organizations and foundations; enhance connections to K-12 system
19. **LIFELONG LEARNING WITHIN THE PROVINCE AND BEYOND** Expand use of state-of-the-art distance delivery technologies; expand/improve offerings

PILLAR 4: Conditions for Success



For Memorial to be successful in achieving its goals, an institutional commitment must be made to strengthen the conditions necessary for success. Many of the goals cannot be achieved without a renewed commitment to the university community and the community at large to new and vibrant infrastructure and to new and enhanced funding sources. Administrative policies and procedures should facilitate progress towards the university's goals and objectives. In an increasingly interdependent world, additional efforts must be made to publicize Memorial and its strengths, within the province and to the rest of the world.

GOALS:

- 20. **IMPORTANCE OF PEOPLE** Ensure best employment practices; create career management/succession plans; enhance professional development; focus on employment equity
- 21. **INFRASTRUCTURE** Maintain facilities; develop new space; foster an accessible teaching and learning environment
- 22. **INFORMATION RESOURCES** Ensure technological relevance; extend accessibility; expand/enhance library facilities, acquisitions, services
- 23. **ACTIVE PARTICIPATION IN THE INTERNATIONAL COMMUNITY** Co-ordinate/grow international activities; increase international student enrolment; expand international components of programs; better utilization of the Harlow campus
- 24. **ADMINISTRATIVE PRACTICES** Review administrative policies and procedures to ensure that they support the institution in the pursuit of its strategic plan
- 25. **ADVANCEMENT** Promote university people, activities; increase engagement; strengthen relations with industry, arts and public; foster collaboration; create a long-term plan for alumni development; undertake major fund-raising initiative.
- 26. **FUNDING** Continue to work with all levels of government to support the university; identify and develop new and non-traditional sources of revenue; increase endowments; improve internal systems; develop private sector partnerships

III PILLAR 5: Institutional Responsibility



Memorial is open and transparent with its constituents, accountable to its funders and responsible for its actions. The university operates in a manner that allows open communication about its activities, progress towards stated goals and objectives and use of resources.

GOALS

- 27. **PLANNING, RESOURCE ALLOCATION AND PERFORMANCE MONITORING** Implement integrated planning model; develop performance benchmarks; enhance equity, diversity and inclusiveness
- 28. **WORKING AND LEARNING ENVIRONMENT** Expand health and safety culture; promote healthy living and positive work/life balance

- 29. **SUSTAINABILITY** Establish environmental policy process; code of conduct on environmental issues

● financials

OPERATING FUND

This is an unrestricted fund used for the university's primary operating activities.

ANCILLARY FUND

This is an unrestricted fund used for "sales-producing" or "self-sufficient" activities supplementary to the university's primary operating activities.

PLANT FUND

This is a restricted fund to account for the resources used in construction, maintenance and renovations. This fund also accounts for the university's assets and depreciation.

RESEARCH FUND

This is a restricted fund accounting for resources from external granting agencies.

SPECIAL PURPOSE AND TRUSTS

This is a restricted fund with limitations imposed by both external and internal sources. The major component is the endowment fund.

RELATED ENTITIES

The university has nine separately incorporated entities as of March 31, 2007, as follows: C-CORE, Genesis Group Inc., Canadian Centre for Marine Communications, Canadian Centre for Fisheries Innovation, Botanical Garden, the Newfoundland Quarterly Foundation, the Memorial University Recreation Complex (The Works), Western Sports and Entertainment Inc., and Campus Childcare Inc.

Memorial University of Newfoundland
Consolidated Schedule of Operations for the year ended March 31, 2007
(000's)

	Operating Fund	Ancillary Fund	Plant Fund	Research Fund	Special Purpose and Trusts	Related Entities	Total 2007	Total 2006
Government Grants	\$ 208,560			\$ 37,726	\$ 2,725	\$ 14,613	\$ 263,624	\$ 243,191
Student Fees	53,980				177	-	54,157	54,924
Other Income	12,334	12,557	19,176	1,484	9,941	11,058	63,582	67,980
Investment Income	2,988				2,737	219	5,944	6,162
Total Revenue	\$ 277,862	\$ 12,557	\$ 19,176	\$ 36,242	\$ 15,580	\$ 25,890	\$ 387,307	\$ 372,257
Total Expenditures	273,192	12,260	18,933	36,242	12,398	24,701	377,726	363,913
Current Year Results	\$ 4,670	\$ 297	\$ 243	\$ -	\$ 3,182	\$ 1,189	\$ 9,581	\$ 8,344
Future Employee Benefits Liability (Note A)	(11,118)						(11,118)	(4,941)
Per Financial Statements	\$ (6,448)	\$ 297	\$ 243	\$ -	\$ 3,182	\$ 1,189	\$ 1,537	\$ 3,403

Note A: As per the Canadian Institute of Chartered Accountants' accounting guidelines, the university has this liability included in its financial statements. The university has received prior approval from the Lieutenant-Governor-in-Council to exclude from the current-year operating results any amounts resulting from the recognition of the liability related to future employee benefits.

● financials

EXPLANATIONS AND HIGHLIGHTS

The university's operating budget funds the operations of the university, including Sir Wilfred Grenfell College and the Marine Institute campuses. A grant is also provided to Harlow Campus in Essex, England.

The university's unconsolidated operating expenditures for fiscal year 2006-2007 were \$273 million.

Student fees were 19.4 per cent of total revenue.

The provincial government operating grant increased 10.1 per cent over fiscal year 2006. The increase provided for salary increases and associated benefits, cost of inflation adjustments, and provided strategic initiative funding.

Included in government grants is the fourth year of funding from the Canadian government in the amount of \$4.225 million to offset the indirect overhead costs of research.

In the operating fund 79 per cent of expenditures were spent in the academic, library and student services functional areas.

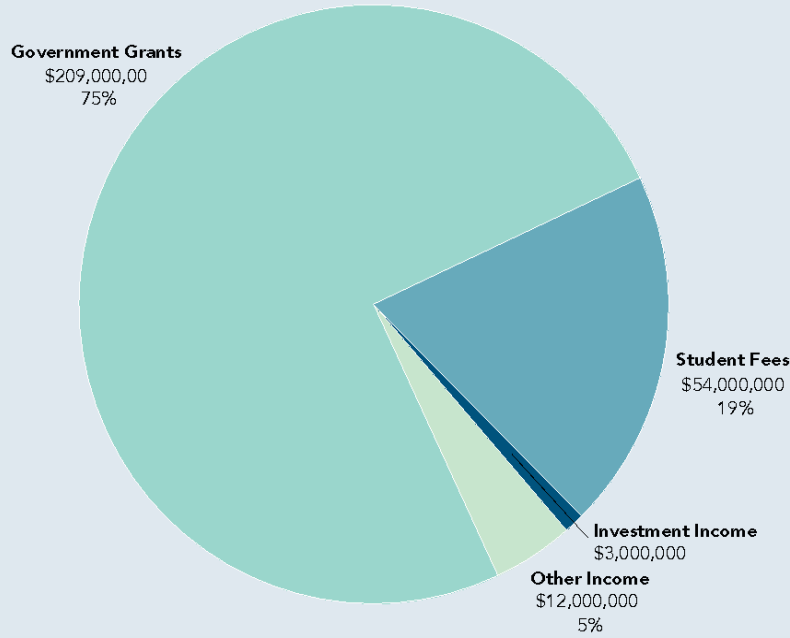
Library holdings of \$6 million were purchased in fiscal year 2006-2007.

The university's pooled investment fund had a market value of \$64 million (Book value – \$57 million) and generated a return of 7.73 per cent.

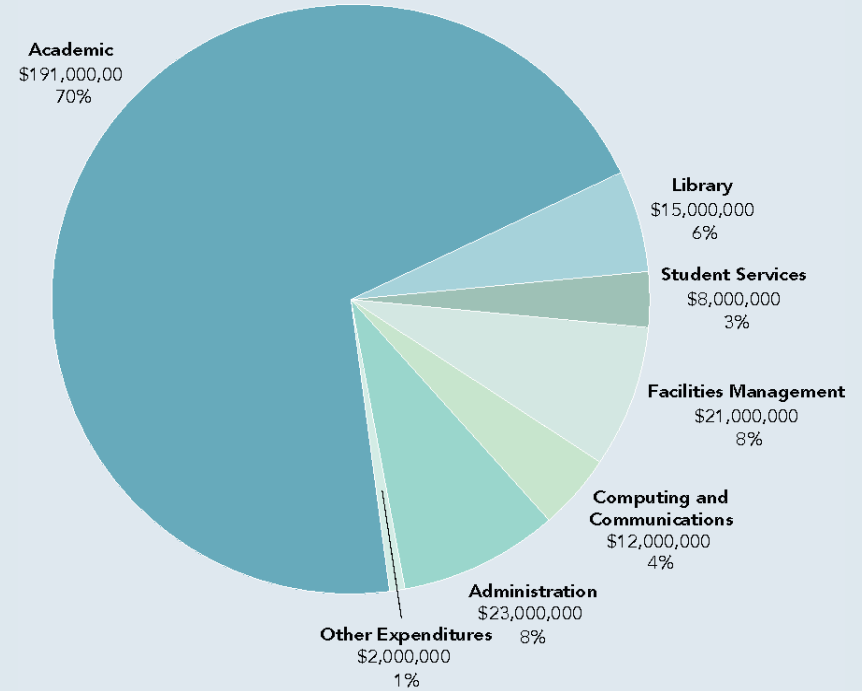
The university added two separately incorporated entities during fiscal year 2006-2007 – namely Western Sports and Entertainment Inc., and Campus Childcare Inc.

The university's external auditors issued an unqualified audit report on the financial statements for the 2007 fiscal year. Complete statements are available at www.mun.ca/2007.

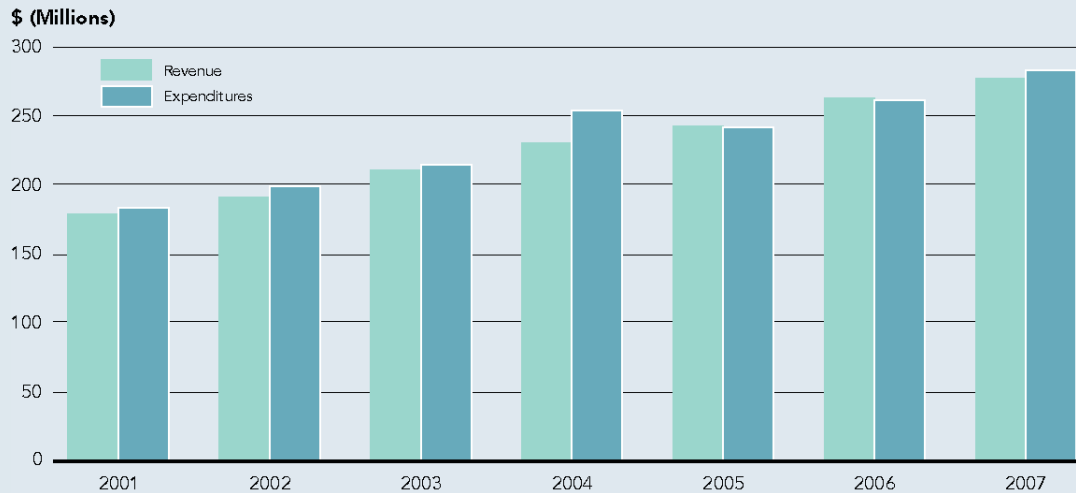
University operations 2006-07 revenue by category



University operations 2006-07 expenditures by function



University operations 2001-07 operating revenue and expenditures



● leadership

UNIVERSITY OFFICERS AND SENIOR ADMINISTRATORS 2006-2007



- | | | | | |
|--|---|---|---|---|
| 1 Visitor
Lieutenant-Governor of
Newfoundland and Labrador
Hon. Dr. Edward Roberts,
ONL, QC | Vice-principal, Sir Wilfred Grenfell
College at Corner Brook
Dr. Holly Pike | Director, Computing and
Communications
Graham Mowbray | Director, Labrador Institute
Ronald Sparkes (interim from
April 2005) | Chief Physician, Student Health
Services Dr. Norman Lee |
| 2 Chancellor
Hon. Dr. John C. Crosbie,
PC, OC, QC | 11 Executive director, Marine
Institute Glenn Blackwood | Director, Counselling Centre
Dr. Peter Cornish | Director, The Leslie Harris Centre
of Regional Policy Development
Dr. Robert Greenwood | Director, Student Recruitment
Sheila Devine |
| 3 Chairman, Board of Regents
Dr. Georgina Hedges, acting
chair (from May 2006 - October
2007) | 12 Dean, Student Affairs and
Services Dr. Lilly Walker | Director, Distance Education and
Learning Technologies
Ann Marie Vaughan | University Librarian Richard Ellis | Director, Student Success
Programs Bruce Belbin |
| 4 Chairman, Board of Regents
Gilbert Dalton (from March 2007) | 13 Executive director, Marketing and
Communications Victoria Collins | Director, Faculty Relations
Karen Hollett | Director, Division of Lifelong
Learning Doreen Whalen (retired
March 2007) Elaine Healey
(acting from March 5, 2007) | Director, Technical Services
Robert Sheppard |
| 5 Mary Broderick, Vice-chair (from
March 22, 2007, also acting chair
from Oct. 2006 - March 2007) | Director, Administration and
Finance, Sir Wilfred Grenfell
College Dennis Waterman | Dean, Faculty of Education
Dr. Alice Collins | Dean, Faculty of Medicine
Dr. James Rourke | President and CEO, C-CORE
Judith Whittick (to Feb. 2006)
Dr. Charles Rendell (as of March
1, 2006) |
| 6 President and vice-chancellor
Dr. Axel Meisen | Director, Alumni Affairs and
Development
Dr. Penny Blackwood | Dean, Faculty of Engineering and
Applied Science Dr. Ray Gosine | Director, School of Music
Dr. Tom Gordon | Managing Director, Canadian
Centre for Fisheries Innovation
Carey Bonnell |
| 7 Vice-president (academic) and
pro vice-chancellor
Dr. Eddy Campbell | Director, Animal Care Services
Dr. Lenka Husa | Director, Enterprise Risk
Management David Head | Director, School of Nursing
Dr. Sandra LeFort | President and CEO Genesis
Group David King |
| Associate vice-president
(academic) Dr. Michael Collins | Director, Athletics
Michelle Healey | Director, Facilities Management
Darrell Miles | Director, School of Pharmacy
Dr. Linda Hensman | President, Canadian Centre for
Marine Communications
Ronald Newhook |
| Associate vice-president
(academic) Dr. Doreen Neville
(Oct. 1, 2006) | Dean, Faculty of Arts
Dr. Reeta Tremblay | Acting Director, Financial and
Administrative Services
Deborah Collis | Executive Director, President's
Office Margot Brown | Editor, <i>Newfoundland Quarterly</i>
Joan Sullivan |
| 8 Vice-president (administration
and finance) Kent Decker | Director, Botanical Garden
Dr. Wilf Nicholls | Dean, School of Graduate
Studies Dr. Chet Jablonski | Director, Public Affairs
Peter Morris (as of May 22, 2007) | Director/General Manager,
Memorial University Recreation
Complex Inc. Anne Richardson |
| 9 Vice-president (research)
Dr. Christopher Loomis | Dean, Faculty of Business
Administration Dr. Gary Gorman | Director, Housing, Food
and Conference Services
Christine Burke | Registrar Glenn Collins | |
| 10 Principal,
Sir Wilfred Grenfell College
Dr. John Ashton | Director, Career Development
and Experiential Learning (as of
Dec. 19, 2006) Jennifer Browne | Director, School of Human
Kinetics and Recreation
Dr. Mary Bluechart | Director, Office of Research
Barbara Cox | |
| | Director, Centre for Institutional
Analysis and Planning
Paul Chancey | Director, Human Resources
Lisa Hollett | Dean, Faculty of Science
Dr. Robert Lucas | |
| | | | Director, School of Social Work
Dr. Shelly Birnie-Lefcovitch | |

MEMBERS OF THE BOARD OF REGENTS

who served during Sept. 1, 2006, to Aug. 31, 2007



Board of Regents Chair Dalton and President Meisen



Chancellor Crosbie



Gary Peddle

Dr. Georgina Hedges, Eastport, vice-chair and acting chair (term expired Oct. 15, 2006)

Mary Broderick, Baie Verte, vice-chair and acting chair (Oct. 15, 2006, to March 13, 2007)

Gil Dalton, St. John's, chair (appointed March 13, 2007)

Hon. Dr. John Crosbie, St. John's, chancellor

Dr. Axel Meisen, St. John's, president and vice-chancellor

Dr. H.E.A. (Eddy) Campbell, vice-president (academic) and pro vice-chancellor

Eleanor Bennett, secretary

Gail Aylward, St. John's

Mary Broderick, Baie Verte

Gaylene Buckle, Corner Brook

Ruth Canning, St. John's

Patricia Coish-Snow, Clarenville

Steven Cranford, Corner Brook

Brian Dalton, St. John's

Dr. Wynanne Downer, Corner Brook

Sharon Duggan, Mt. Pearl

Anas El-Aneed, St. John's

Deanne Fleet, St. John's

Dorothy George, Halfway Point

Martin Gould, Plum Point

Ann Marie Hann, St. John's

James Igloliorte, St. John's

Jim Keating, St. John's

Ed Kelly, Rocky Harbour

Dr. Brendan Lewis, Corner Brook

Earl Ludlow, Paradise

Jeannette Lundrigan, Marystown

Meghan Mitchell, St. John's

Douglas Moores, Harbour Grace

Dr. Vinod Patel, St. John's

Joan Pinsent, Stephenville

David Porter, Montreal

Tony Roche, St. John's

Darlene Russell, St. John's

Rosellen Sullivan, St. John's

Harvey Short, Paradise

Eleanor Swanson, St. John's

Sherina Wall, St. John's

Judy White, Conne River

Stephen Winsor, St. John's

ALUMNI ASSOCIATION EXECUTIVE

Gary Peddle (president), B.Comm.(Hons.) '82, MBA '85, LLB (UNB) '88

Nath Sheppard (1st vice-president) BA '74, B.Ed. '74, M.Ed. '81

Tom Bursey (2nd vice-president), B.Comm.(Hons) '83, MBA '84

Peggy Miller (secretary), B.Comm. '94

Ann Marie Hann, B.Comm. '81, MBA '83

Jim Mason, MBA '91

Andrea Avery, B.Comm. '93, BA '00

Heidi Janes, BA '77, B.Ed. '77, M.Ed. '88

Darlene McCurdy, B.Sc. '81

Lori Roul, BA '90, B.Ed. '90

Lloyd White, BA(Ed.) '67, BA '72

Bill Day, B.A (Ed.) '73, M.Ed. '89

● leadership

SENATE SEPT. 1, 2006 – AUG. 31, 2007



Spring 2006 Convocation ceremony

EX-OFFICIO MEMBERS

Dr. Axel Meisen,
president and chairman

Hon. Dr. John C. Crosbie,
chancellor

Dr. Eddy Campbell,
vice-president (academic)

Dr. Christopher Loomis,
vice-president (research)

Dr. John Ashton, principal
Sir Wilfred Grenfell College

Dr. Shelly Birnie-Lefcovitch
director of Social Work

Glenn Blackwood, executive director
Marine Institute

Dr. Mary Bluehardt, director
Human Kinetics and Recreation

Dr. Alice Collins, dean
Faculty of Education

Glenn Collins, university registrar
and secretary of the Senate

Richard Ellis, university librarian

Dr. Tom Gordon, director
School of Music

Dr. Gary Gorman, dean
Faculty of Business Administration

Dr. Ray Gosine, dean
Faculty of Engineering and Applied Science

Elaine Healey, director (acting)
Division of Lifelong Learning

Dr. Linda Hensman, director
School of Pharmacy

Dr. Chet Jablonski, dean
School of Graduate Studies

Dr. Sandra LeFort, director
School of Nursing

Dr. Robert Lucas, director
Faculty of Science

Rebecca Roome, deputy minister
Department of Education

Dr. James Rourke, dean
Faculty of Medicine

Dr. Lilly Walker, dean,
Student Affairs and Services

Dr. Reeta Tremblay, dean
Faculty of Arts

ELECTED MEMBERS

Dr. Dale Foster, Business Administration

Dr. David Tulett, Business Administration

Dr. Glenn Clark, Education

Dr. Walter Okshevsky, Education

Dr. Glyn George, Engineering and
Applied Science

Dr. John Quaicoe, Engineering and
Applied Science

Professor Vivienne Kuester,
Human Kinetics and Recreation

Dr. Peter Trnka, Humanities

Professor Donna Walsh, Arts

Dr. Vit Bubenik, Arts

Dr. William Schipper, Arts

Lisa Goddard, Library

Bernadine Conran, Library

Kenneth Baker, Marine Institute

Cyr Couturier, Marine Institute

Carl Clarke, Marine Institute

Edward Durnford, Marine Institute

Robert Trenholm, Marine Institute

Dr. Khalid Aziz, Medicine

Dr. Frank King, Medicine

Dr. Catherine Popadiuk, Medicine

Dr. Atamjit Gill, Medicine

Dr. June Harris, Medicine

Dr. Donald McKay, Medicine

Dr. Kati Szego, Music

Dr. Donna Moralejo, Nursing

Dr. Mohsen Daneshtalab, Pharmacy

Dr. Luise Hermanutz, Science

Dr. Serpil Kocabiyik, Science

Dr. Michael Morrow, Science

Dr. Robert Adamec, Science

Dr. Edward Brown, Science

Dr. Robert Helleur, Science

Dr. David Pike, Science

Dr. John Whitehead, Science

Dr. James Wright, Science

Dr. Dennis Kimberley, Social Work

Professor Gary Riser, Arts

Dr. Christopher Sharpe, Arts

Dr. J. Scott Kenney, Arts

Dr. Olaf Janzen, Sir Wilfred Grenfell College

Dr. Paul Wilson, Sir Wilfred Grenfell College

Dr. Edward Andrews,
Sir Wilfred Grenfell College

GRADUATE STUDENTS

Kelly Greenfield

Khaled Chowdhury

Nicole Kieley

UNDERGRADUATE STUDENTS

James Farrell

Stella Magalios

Stephanie Power

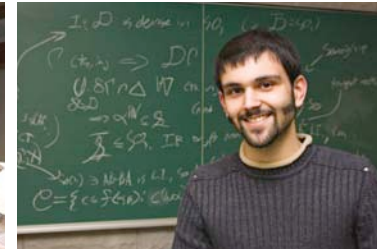
Nick Eisner

Dan Flavius Monafu

Bradley Russell

Daniel Smith

ABOUT MEMORIAL



MEMORIAL UNIVERSITY OF NEWFOUNDLAND

With more than 18,000 students and 2,500 permanent faculty and staff, from more than 80 countries and diverse cultures, Memorial University of Newfoundland is the largest university in Atlantic Canada. We provide excellent undergraduate, professional and graduate programs in virtually all disciplines from our campuses in St. John's and Corner Brook in Newfoundland and Labrador, and in Harlow, England. Outstanding research and scholarship, extraordinary teaching and a focus on community service are our hallmarks. To take a closer look at Memorial, visit www.mun.ca.

This document contains highlights of the *President's Report 2007* which is available on DVD and on the web at www.mun.ca/2007report. We welcome your feedback. DVD and web versions contain an e-mail readership survey. You can also send your comments to marcomm@mun.ca or call 709-737-8665.

The *President's Report 2007* is published by the Division of Marketing and Communications for the office of the President, Memorial University of Newfoundland. The periods covered by this report are: Academic year September 2006 - August 2007; Fiscal year April 2006 - March 2007.

MEMORIAL UNIVERSITY IS A PLACE WHERE PEOPLE AND IDEAS BECOME –
WHERE INGENUITY AND CREATIVITY ARE UNIQUELY FOSTERED.



Joanna Speakman
Bachelor of Music
Class of '08



Jeswin Jeyasurya
Bachelor of Engineering
Class of '08



Leslie Pope
Bachelor of Arts
class of 2009



Laura Breen
Bachelor of Arts
Class of 2010



Tawanda Hatendi
Bachelor of Science
Class of 2011



Krista Hewlett
MD, PhD (Medicine)
Class of 2012



Stephen Penney
Master of Science
Class of 2008



Becky Winsor
Bachelor of Commerce
Class of 2011

The complete *President's Report 2007* is available at www.mun.ca/2007report and on the DVD included with this booklet. The enclosed DVD also contains the following video segments: Message from the president, special features and a photo gallery.

Photos of Dr. Axel Meisen on page 3-4 courtesy of Nick Langor, Memorial Bachelor of Commerce student (Class of 2011) and part-time photographer. Festival 500 photo on page 17 courtesy of Manfred Bucheit





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