

Strategic Framework – Progress Report [January 2004]

Introduction

Following extensive consultations, Memorial University's Senate and Board of Regents endorsed a Strategic Framework in 2000 to guide the development of Memorial University of Newfoundland. The Framework provides a context for the University's development and lays out major objectives and goals. It also sets specific targets in certain areas.

In light of the rapidly changing circumstances facing the University, the desire to provide a high degree of flexibility and the need to bring the consultative process to a timely conclusion, it was decided to adopt a "Strategic Framework" rather than a "Strategic Plan". The latter would have been more prescriptive and less adaptable.

This report presents information on progress made with respect to the Framework. Due to the large number of actions envisaged in the Framework, the information is presented in summary form. Specifically, the information is given in Table 1 following this Introduction. In certain instances, the table entries require elaboration. This is done in the sections following the table, starting on page 15.

This summary report shows that great progress has been made with respect to the primary challenges facing the

university. In particular, expectations have been fully met or exceeded in the following areas:

- Total student enrollment, which now exceeds 17,000 students;
- Increased numbers of students from rural Newfoundland and Labrador selecting Memorial University;
- Significant improvements in student retention and program completion rates;
- Major improvements in the provincial system providing financial aid to students;
- The creation of new academic programs, including executive-level Master's in Oil and Gas Studies, oil and gas options in Engineering, Master's in Employment Relations, Master's in Health Research, Master's in Music, Master's in Education (Information Technology), Bachelor of Education (Primary/Elementary) Degree, Ph.D. in Anthropology, Bachelor of Physical Education (Non-Co-operative), Master of Science in Medicine (Applied Health Services Research);
- New collaboration and partnerships with industry, government and community organizations;
- Increasing the annual research income that it exceeded \$51 million in the fiscal year 2002/3;
- Major success in research granting competitions, particularly the Atlantic Innovation Fund which has

awarded \$35 million to projects led by Memorial University;

- New marketing initiatives to give the University better recognition amongst prospective students, students, alumni, community leaders and professional organizations, provincially, nationally and internationally.

In addition, there were major advances in areas, which were not specifically identified in the Strategic Framework and which are of major significance to the University. These include:

- Construction of state-of-the-art new residences for students at Sir Wilfred Grenfell College;
- Creation of the Field House and the Memorial University of Newfoundland Recreation Complex (MURC), one of Canada's best sports and recreational facilities for students, employees and members of the local community;
- Construction of the Smallwood Centre, the new university centre for students and student services;
- Renovation of the Harlow Campus;
- Initiation of and securing funding for a five-year, \$28 million deferred maintenance program for the St. John's Campus;
- Securing funding for 26 Canada Research Chairs and \$2 million for the Husky Energy Chair in Oil and gas Research, the University's first endowed chair;

- Securing \$1.2 million from Petro-Canada for an extension to the School of Music and \$20 million from Inco for the Inco Innovation Centre;
- Improvements in labour relations.

Further elaboration on advances in the financial and administrative areas is provided on page 24.

While progress has been considerable, much remains to be done. Among the most pressing issues are:

- Enhancing awareness and recognition of the University;
- Securing long-term funding from the new provincial government;
- Creating a better balance between work loads and resources;
- Ensuring replacement and advancement of faculty and staff;
- Creating a Sciences Research Building to replace outdated facilities;
- Improving the existing and creating additional student residences on the St. John's Campus;
- Undertaking a new fund-raising campaign to support these and other initiatives.

The aforementioned lists of progress and future work are not intended to be exhaustive. They are presented to give an overview of the University's activities and to set the stage for discussion and future actions.

Table 1: Summary of Actions Envisaged under the Strategic Framework and Follow-up Actions

Action Items	Follow-up Action
<p>1.1. Increase accessibility to Memorial by expanding first- and second-year transfer courses and permitting direct entry to a broader spectrum of programs, and providing forms of prior learning assessment for mature students. Working with the college sector, school teachers and counselors, and our own Faculties, we will help facilitate entry to the University for all capable students.</p>	<ul style="list-style-type: none"> • New College Transfer Year opportunities created in the Grand Falls and Labrador campuses of the College of the North Atlantic • Agreement reached with the College of the North Atlantic for Nursing access courses in Labrador • New bridging programs created in Corner Brook and St. John’s for high school students who do not meet Memorial’s entrance requirements • Direct entry created for Business and Human Kinetics and Recreation • Prior Learning Assessment developed for Medicine and Nursing
<p>1.2. Expand and improve the delivery of courses through distance methods, making distance courses and programs more flexible in timetable and course scheduling and in format. We will expand the availability of Web-enhanced and Web-based courses and increase opportunities to complete programs by distance using appropriate technology.</p>	<ul style="list-style-type: none"> • Distance Education and Learning Technologies (DELT) created and draft strategic work-plan prepared • Web-based courses now total over 175, representing over 50% of distance offerings • Complete distance programs now offered in Business, Nursing, Social Work and Technology
<p>1.3. Communicate more clearly how communities can take appropriate advantage of the research capacity of the University. Working with the Economic Zone Boards, regional committees, town councils and school boards, we will identify expertise in graduate-students and faculty, and professional staff expertise which responds to local needs in mutually beneficial ways.</p>	<ul style="list-style-type: none"> • Centre for Regional Development Studies (CORDS) created • Mandate of Labrador Institute extended to include research connections • Social Work became participant in the Discovery Group in Central Newfoundland • School of Music Collaborating with Arts and Culture Centres for provincial programming

Action Items	Follow-up Action
<p>1.4. Give effective practical expression to life-long learning in response to alumni and community needs and to the requirements of the professions for continuing education. In-service programs for teachers, nurses, and other professionals, business development, and innovative, interdisciplinary masters programs in petroleum studies, employee relations, information technology and other areas will provide opportunities to remain abreast of knowledge in one's field.</p>	<ul style="list-style-type: none"> • Lifelong Learning (LLL) established as separate division and draft work plan completed • Collaborative agreement reached between LLL and Engineering • Social Work is using services of Telemedicine to extend its reach • Cohort programs for teachers established by Education • New programs created: Master's in Oil and Gas Studies, Oil and Gas Options in Engineering, Employment Relations, Health Research, Education (Information Technology)
<p>2.1. Develop a well-coordinated and aggressive plan to recruit students from rural as well as urban areas of the province, the rest of Canada and internationally. The distinctive liberal arts and science alternative to the St. John's campus provided by Sir Wilfred Grenfell College will be an important element of this plan. Enrolment there should grow to 1500.</p>	<ul style="list-style-type: none"> • Undergraduate recruitment plan developed and new director recruited • New office of Student Recruitment created in central campus location • Professional development and training for staff underway • Increases achieved in all target areas, with provincial and national targets met. International targets undergoing review. • Web site developed for international student recruitment

Action Items	Follow-up Action
<p>2.2. Take steps to make the transition from high school to university more manageable for our students and to achieve a higher retention rate in undergraduate programs. In each of the next 5 years, measures will be undertaken to improve integration of students into the Memorial community and to enhance the quality of their academic and social life with a view to increasing retention by 2% per year for each year of study from admission to graduation.</p>	<ul style="list-style-type: none"> • Improved orientation programs developed and new assessment procedures instituted to measure impact of orientation • Increased number of participants in student life recruitment programs (LIFE and Student Ambassador); application and participation rates in student activities being tracked • Learning enhancement programs offered: High-school Bridging Program, 2020 course and educational sessions on time management, learning strategies, stress management, healthy lifestyles • New programs developed to facilitate greater connection to Memorial: Celebrate Memorial, Leader Forum • Career workshops added to summer camps, including the new Shad Valley Program and MI career camps • Review of first-year experience conducted by Centre for Institutional Analysis and Planning • Comprehensive plan developed for students' success • High-school public exams reintroduced upon request of the University • Major changes effected in the provincial student aid program, with the assistance of the Office of Student Affairs and Services • "Stop-out return to university" program created to increase participation of mature students • Retention targets achieved and surpassed <p>See Elaboration 2.2 for further details</p>

Action Items	Follow-up Action
<p>2.3. Recognize that students have reasonable expectations of employment or graduate studies, and provide better preparation for and assistance with their transition from Memorial to the world of work or further education. Expanded co-operative and experiential learning programs, academic counseling, and career placement services will be important parts of this strategy.</p>	<ul style="list-style-type: none"> • Improvements made in Memorial University Career Experience Program (MUCEP) to incorporate principles of experiential learning (i.e., learning contracts, job competencies and reflective learning exercises) • Participation of students increased in employment programs by doubling funding allocation from government for increased summer, co-op and part-time employment opportunities • Innovative technology centre created to help students with student career programming, using distance delivery, access to Workopolis (an employment database) and tracking systems for employers and students • Increased participation achieved in university's Career Fairs • The Office of Student Affairs and Services and the Faculty of Arts partnered to offer more comprehensive career programming to Arts students. • Co-ordinator hired (grant-funded) to manage service learning activities on campus as a means of providing students with meaningful, relevant career experience; major service learning project incorporated into Celebrate Memorial activities • Reports on co-op education and experiential learning prepared; research report into experiential learning with recommendations received • Work plan for experiential education developed and acting director appointed • Student Work and Service Program (SWASP) established with the Newfoundland Symphony Orchestra <p>See Elaboration 2.3 for further details</p>

Action Items	Follow-up Action
<p>2.4. Promote the continued growth of graduate studies, bringing graduate enrolments into line with the developing needs of the province and the requirements of research. The active role graduate students can play in enriching undergraduate education will be realized by integrating them more fully into teaching activities.</p>	<ul style="list-style-type: none"> • School of Graduate Studies (SGS) reviewed • \$1 million increase for graduate student support provided in 2003-04 budget • Student recruitment workshops offered by SGS • Graduate program in teaching enlarged and enhanced • Report prepared on teaching by graduate students • More units are using graduate students in undergraduate teaching

Action Items	Follow-up Action
<p>3.1. Identify and draw on new sources of funding for research and creative activity and draw more effectively on existing sources. Partnerships with other institutions and with the private sector, together with more aggressive use of the federal granting councils should enhance research revenue substantially. Given increases at CIHR, CFI, NSERC, SSHRC, and the arts councils a target of 15 % per year is achievable.</p>	<ul style="list-style-type: none"> • Targets for funded research are being achieved. By end of 2003-04, the total annual research funding will have doubled over five years and is on target to reach the University's goal of \$75 million by 2005-06. • Major institutional success achieved in the Atlantic Innovation Fund (AIF) by: (i) adopting a strategic approach focusing on local needs and global opportunities; (ii) developing public- and private-sector partnerships; and (iii) using a local consultant familiar with ACOA programs to help project leaders develop highly competitive proposals • Increased infrastructure funding for new faculty members from the CFI New Opportunities Program, attracting over \$2 million from over the last two years. • Helped the provincial government create the Industrial Research and Innovation Fund, a \$5 million matching fund for programs such as those managed by the Canada Foundation for Innovation (CFI) and AIF • University Assembly held to develop a strategic research plan for Memorial • Statements of strategic research goals prepared by academic units • Associate dean (research) positions created in Arts, Business, Engineering, Music, Social Work, SWGC

Action Items	Follow-up Action
<p>3.2. Improve success rates in external grant competitions by promoting the development of high-quality proposals from faculty members at all levels of seniority and in all faculties and schools. We will improve support and incentives for applicants and ensure that faculty who seek and obtain external funding are appropriately recognized.</p>	<ul style="list-style-type: none"> • Mentoring program established for new faculty, notably in Arts; program includes financial incentives for mentors and is based on the success of new faculty in external funding competitions • Mentoring program established in Engineering for faculty seeking to restart their research careers • Support provided for contract writers to assist researchers with the development of large, multi-disciplinary proposals (especially AIF, CFI, CIHR, SSHRC) • Grants facilitation officer position approved to assist in the development of high-quality proposals for SSHRC-disciplines; similar officers being considered for NSERC and CIHR disciplines • New policy under development on the indirect costs of contract research which returns a portion of the overheads to investigators for further research • Significant success in attracting new funding – see previous section
<p>3.3. Create and cultivate appropriate partnerships with the College of the North Atlantic, the Federation of Municipalities, the Economic Zone Boards, the network of Arts and Culture Centres, local industries, labour and the community-based sector. We will establish benchmarks for all of these actions, measure our progress against them, and publish an annual report on research and creative activity.</p>	<ul style="list-style-type: none"> • Created the Oil and Gas Development Partnership to support the growth of the petroleum industry in the Province • Developed the Inco Innovation Centre concept • Consultations with these groups helped to fashion regional development initiatives, including the Centre for Regional Development Studies (CORDS) • <i>Annual Research Report</i> instituted • Exhibition Centre concept developed for SWGC, involving local and regional partners

Action Items	Follow-up Action
<p>4.1. Define appropriate faculty and staff complements for the University as a whole and for individual academic units. We will develop an equitable method for determining the distribution of professional personnel and making adjustments for changing patterns of teaching need and research concentration.</p>	<ul style="list-style-type: none"> • Comparative data collected and analyzed by the Centre for Institutional Analysis and Planning (CIAP) • Principles of faculty complement planning discussed with deans and directors • Complement adjustments recognized as part of allocations to academic units
<p>4.2. Raise salary scales to levels comparable to those at the Canadian universities with which Memorial compares itself and competes for professors and support staff. The necessary funds will come from new revenues and redistributed resources.</p>	<ul style="list-style-type: none"> • Government support and collective agreements achieved to make significant improvements in salaries <p>See Elaboration 4.2 for further details</p>
<p>4.3. Provide for the appointment of new faculty and staff where such appointments are called for by needed renewal, academic excellence and demand for programs. We will use bridging appointments, industrial chairs, Canada Research Chairs, and other means for achieving a renewal rate of at least 25% over the next 7-year period.</p>	<ul style="list-style-type: none"> • All of these approaches employed • More systematic approach adopted for faculty recruitment • First endowed chair (Husky Energy Chair in Oil and Gas Research) established • Spousal appointments and conversion of contracts to tenure track recognized in collective agreement with MUNFA • Faculty renewal in Year 5 is at 18%; the Year 7 target is expected to be reached
<p>4.4 Promote, recognize and reward excellence in teaching within and across disciplines. We will provide resources for professional development in teaching for all faculty, with particular emphasis on new faculty members, and give full weight to good teaching as well as good research in matters of tenure and promotion.</p>	<ul style="list-style-type: none"> • Improved contract language for promotion and tenure achieved • Orientation programs created for new faculty • Awards programs developed in several faculties and schools • Enhanced resources provided to the Instructional Development Office (IDO) • IDO under review, with site visit scheduled for November 2003 • Student course evaluation system implemented

Action Items	Follow-up Action
<p>5.1. The province's only university has been and is now essential for coping with and benefiting from periods of social and economic change. We will show clearly that post-secondary education is a crucial public investment for Newfoundland and Labrador.</p>	<ul style="list-style-type: none"> • Economic impact information compiled by the Centre for Institutional Analysis and Planning • University's senior executive has instituted regular communications with government on university impact • Conference on Knowledge-Based Economy held in October 2003
<p>5.2. Maintain strong revenues by maximizing funds from existing sources and by developing new sources of income. International tuition fees, together with partnerships and contracts that support graduate students and the acquisition of needed equipment, will be a significant part of this new income.</p>	<ul style="list-style-type: none"> • Instituted new tuition fee system for international undergraduate students. • Formalized system to return extra-tuition revenues to instructional units • Overhead policy designed to stimulate interest in contract research • Revenue-generating committee formed to advise Senior Executive Committee • New entrepreneurial activities developed, particularly in the areas of Business, Nursing, Oil and Gas
<p>5.3. Take full advantage of opportunities presented by educational technology and internationalization for student recruitment, program design and delivery, and relationships with other institutions in Canada and abroad. The School of Continuing Education has the capacity to facilitate the development of degree programs that seize these opportunities.</p>	<ul style="list-style-type: none"> • International Centre transferred from the Office of Vice President (Research) to the Office of the Vice President (Academic) • Agreement reached with American Learning Systems for distance programming to US students in the area of Nursing • International Arts programs developed for Nice and Coruña • New programs developed for the Harlow Campus

Action Items	Follow-up Action
<p>5.4. Create and use partnerships and consortia to reduce library, program, and infrastructure costs where sole ownership is not a requirement. Space-saving arrangements among Atlantic university libraries and academic programs enhanced by sharing instructional resources will become examples of effective inter-institutional cooperation in an increasingly inter-connected educational environment.</p>	<ul style="list-style-type: none"> • Canadian Site Licensing Project initiated • Storage agreement reached among Atlantic libraries thereby limiting needs for new space • New Exhibition Centre at Grenfell College will provide some additional space for storage • Participation in the Canada Institute For Scientific and Technical Information (CISTI) document delivery service • New programs developed: M. Ed. (IT) with UCCB and Master's in Health Research with UNB and Dalhousie
<p>6.1. Simplify and clarify academic regulations throughout the University. We will seek greater consistency of expectations among our faculties and schools and give these expectations clear expression through a user-friendly Calendar and other publications.</p>	<ul style="list-style-type: none"> • Academic Program Review process has improved regulations • <i>Calendar</i> copy and program revisions under progressive revision
<p>6.2. Devise ways to make cross-faculty collaboration easier and reward successful collaboration. By ensuring that the savings remain with the responsible units, we will promote academic cooperation which conserves resources and encourages new partnerships and initiatives.</p>	<ul style="list-style-type: none"> • Interdisciplinary graduate programs encouraged through new funding mechanisms • Cross-faculty and interdisciplinary Canada Research Chairs identified and filled • Policy created to ensure carry-over of funds
<p>6.3. Find ways to facilitate the exchange of information both "horizontally," across unit boundaries, and "vertically," through all layers of the university administrative structure. The Planning and Budget Committee will review faculty and administrative structures for current effectiveness.</p>	<ul style="list-style-type: none"> • Senate's Planning and Budget Committee (PBC) surveying the University community on this matter • PBC reviews and comments upon structural matters as part of each Academic Program Review process and these are posted on the Web
<p>6.4. Ensure that Memorial's programs do not take longer than necessary to complete, especially when compared to those offered at universities in the Maritime provinces. The Planning and Budget Committee will review each program for consistency with this objective.</p>	<ul style="list-style-type: none"> • Report tabled showing that our programs are largely consistent with those at other universities • Academic Program Review advancing these objectives

Action Items	Follow-up Action
<p>6.5. Where appropriate, grant greater autonomy to academic units in areas such as fund-raising, program development, and the forging of international linkages. The missions and operation of the central offices responsible for such functions will be changed to stimulate, facilitate and coordinate these initiatives.</p>	<ul style="list-style-type: none"> • Prospect clearance procedure develop • Fund-raising priorities under continuous review • Fund raising authority under discussion with President • Framework for international agreements developed
<p>7.1. Develop and enhance a distinctive image of Memorial as Canada's foremost Atlantic university and leader in North Atlantic studies. Establish a regular forum at which University Relations and other central offices come together periodically with academic administrators, faculty, students, alumni and members of the community to improve the accuracy and power of our self-representations.</p>	<ul style="list-style-type: none"> • Comprehensive market planning underway, involving Marketing Working Group of 24 faculty, staff, alumni, students • Professional marketing counsel engaged to develop marketing readiness plan for university and creative strategy for student recruitment • Publications, displays and web materials created with new, co-ordinated "look and feel" <p>See Elaboration 7.1 for additional details</p>
<p>7.2. Develop a comprehensive plan for improving our image with the outside world. Such a plan should publicize strengths and achievements while identifying sources of "negative images" and addressing damaging misconceptions. Research and evaluation will be cornerstones for the development of an overall marketing strategy that will include advertising and other promotional activities.</p>	<ul style="list-style-type: none"> • Additional resources provided for marketing and marketing specialist hired to develop an integrated marketing plan for the University • Web Implementation Committee formed to develop enhanced university Web site with marketing focus • Increased marketing-oriented events, presentations held to showcase Memorial • Innovative web-based annual <i>President's Report</i> developed; format adopted by other universities • <i>MUNToday</i> news and events Web site launched • Memorial's standing in reputational rankings climbing and qualitative feedback indicates public awareness is increasing <p>See Elaboration 7.2 for additional details</p>

Action Items	Follow-up Action
<p>7.3. Develop programs for disseminating knowledge about Memorial's research activities more widely throughout the province and nation, especially as regards research directly related to the lives and concerns of Newfoundland and Labrador communities. Progress on these programs will be part of the annual research report.</p>	<ul style="list-style-type: none"> • Annual Web-based <i>President's Report</i> highlights research activities more effectively • New approaches developed to disseminate research information, including the annual <i>Research Report</i>, Web sites, communications with funding councils, TV ads and partnership events • Community Showcase events created to highlight research and academic programs • Health Research Showcases held in Montreal and Toronto in partnership with the Health Care Corporation of St. John's and the provincial Department of Health and Community Services • Inaugural Public Lecture Series created for all new Canada Research Chairs • New public lecture series created for the Oil and Gas Development Partnership

Elaboration 2.2: Take steps to make the transition from high school to university more manageable for our students and to achieve a higher retention rate in undergraduate programs.

Student Affairs and Services has developed several new programs and strengthened others in order to facilitate the engagement and psychosocial development of students. These include ongoing leadership initiatives: the Leader Form which recognizes and trains 100 campus leaders each year, the Leaders in Further Education Program for prospective grade 12 students and a new Fry Family Junior Leader Program which provides high school students with university student leader mentors. The division offers orientation, learning support groups and academic skills and personal management workshops to assist students to develop the competencies for succeeding at university.

Major changes to the student aid system were initiated as a result of the Student Aid task force, of which Memorial was a member. The Newfoundland student loan program facilitates retention of students by requiring students to enroll in an 80 per cent course load. This plan also rewards students for timely completion of their program through a loan remission program in which students can earn \$1,800 a term by satisfactorily completing their program of study during that term.

Elaboration 2.3: Recognize that students have reasonable expectations of employment or graduate studies, and provide better preparation for and assistance with their transition from Memorial to the world of work or further education.

The redesigned Memorial University Career Experience Program (MUCEP) provides students with an innovative approach to on-campus work experiences. Each year the university contributes \$850,000 towards the MUCEP program. This year 800 of the 1200 students involved in the program participated in its experiential learning component in which learning contracts, reflective learning and career competencies were incorporated into the employment positions. This development allows students to systematically build their career competencies and develop practical experiences to complement their academic preparation.

Other innovations include the development of a new service learning initiative, an expanded collaboration with the Faculty of Arts which focuses on developing options within courses for students to gain career relevant experience, and the graduate career transition program for Arts and Science students.

Two studies have been conducted, one focussed on experiential learning (Sharpe, Dwyer, and Pidgeon, 2001) and the other on co-operative education and experiential education (Ross et al, 2001). The “Experiential Learning” report refers to the four work-service programs: Memorial

University Career Experience Program (MUCEP), Graduate Student Work Experience Program (GradSWEP), Student Work and Service Program (SWASP), and Student Career Placement Program (SCP). There are three full co-operative education degrees at Memorial, the Faculty of Business Administration, the Faculty of Engineering and Applied Science, and the School of Human Kinetics and Recreation. Some departments in the Faculties of Science and of Arts also have co-operative education programs. The "Experiential Education" report includes schools and faculties that have a work-service component incorporated into their academic program: Education, Social Work, Pharmacy and Nursing.

Sharpe *et al* surveyed a random sample of students who had taken part in the experiential learning programs and of MUN employers of the students who had taken part. They also conducted focus groups. Overall students were very positive about all of the programs. Based on student feedback, the report suggested possible program improvements. Ross *et al* received submissions from virtually every faculty with co-operative education and/or experiential education. They made several recommendations, some of which have been implemented. Based on their recommendations a mission statement for co-operative education and experiential learning has been developed. Another recommendation, that a director of co-operative education and experiential education be appointed, has been partially implemented. An interim director was appointed in May 2003 and has submitted a report to the vice-president (academic). Two other recommendations

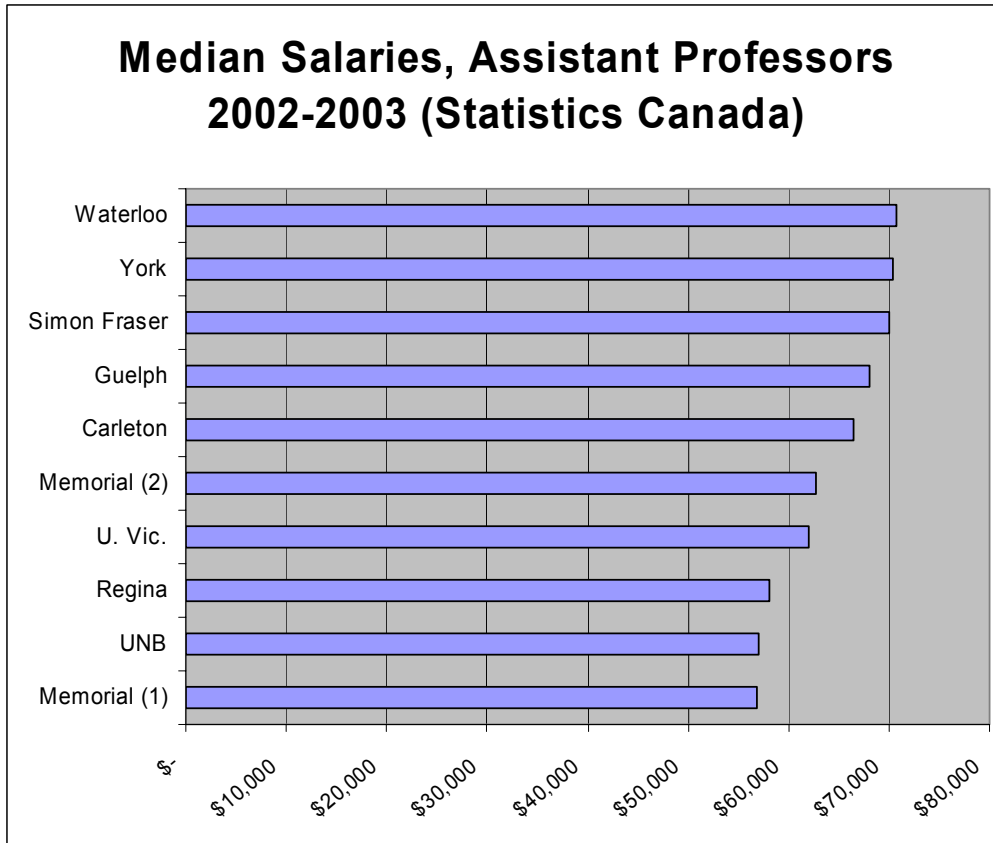
have not yet been acted upon: that experiential learning and co-operative education be integrated into the full curriculum at Memorial University and that the University Strategic Framework be amended to indicate the importance of experiential and applied learning to the University.

Reports:

Sharpe, D.B., Dwyer, L., and Pidgeon, M. (2001) University Experiential Learning Options: A review of opportunities at Memorial University of Newfoundland.

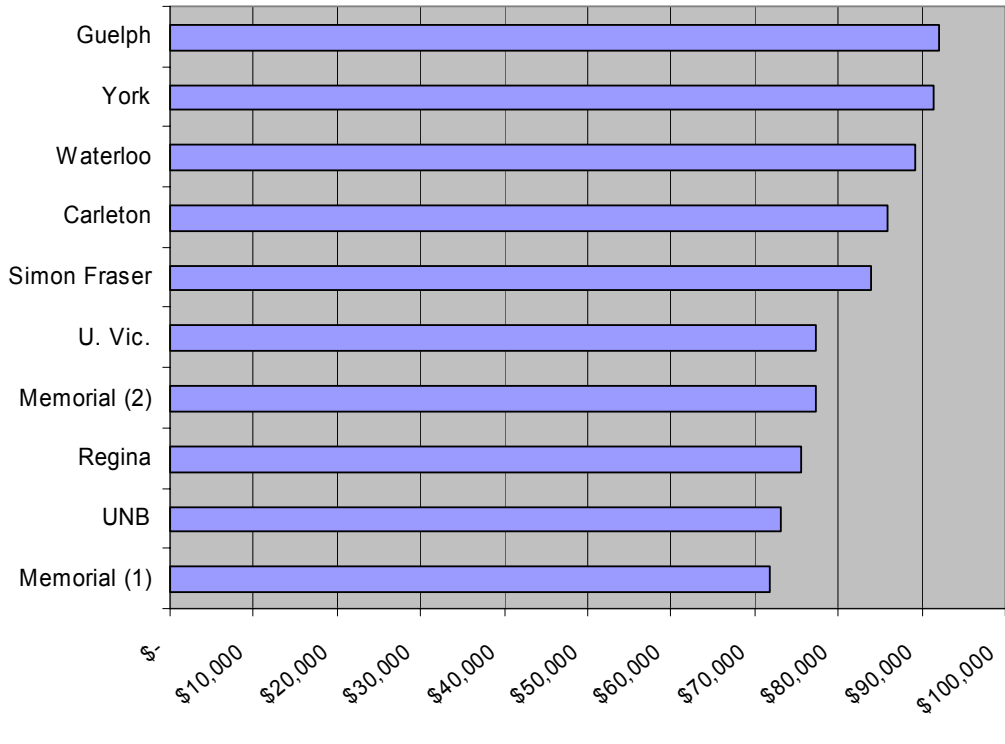
Ross, A. S., Ball, D., Evans, N. Lever, J., Quaicoe, J., Roskin, R., Sheppard B, and Pippy, S. (2001). Report of the Co-operative Education Task Force to the Vice-president (Academic).

Elaboration 4.2: Raise salary scales to levels comparable to those at the Canadian universities with which Memorial compares itself. Significant salary increases were achieved for faculty in the collective agreement with the faculty union in 2000. The charts below show the salary increases in three ranks (Assistant, Associate and Professor) with comparative figures for the ranks before 2000. [Memorial (1) = *before 2000* and Memorial (2) = *after 2000*].



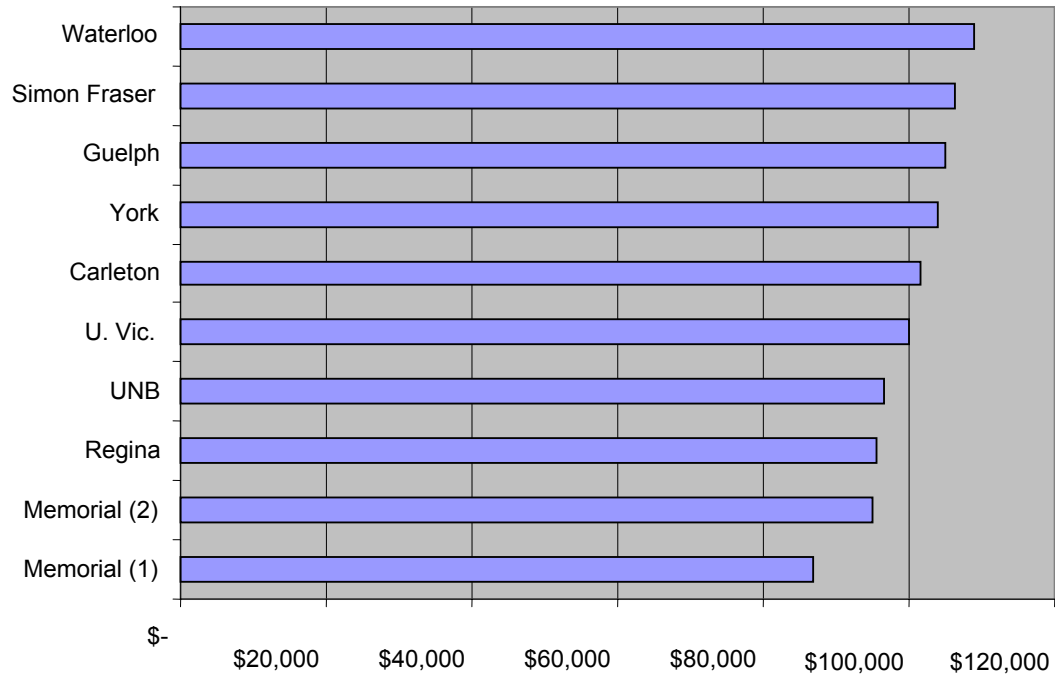
	Assistant
Memorial (1)	\$ 56,838
UNB	\$ 56,946
Regina	\$ 58,068
U. Vic.	\$ 61,971
Memorial (2)	\$ 62,640
Carleton	\$ 66,388
Guelph	\$ 68,030
Simon Fraser	\$ 69,987
York	\$ 70,350
Waterloo	\$ 70,692

**Median Salaries, Associate Professors
2002-2003 (Statistics Canada)**



	Associate
Memorial (1)	\$ 71,853
UNB	\$ 73,126
Regina	\$ 75,494
Memorial (2)	\$ 77,330
U. Vic.	\$ 77,355
Simon Fraser	\$ 83,974
Carleton	\$ 85,959
Waterloo	\$ 89,269
York	\$ 91,478
Guelph	\$ 92,170

**Median Salaries, Professors
2002-2003 (Statistics Canada)**



	Professor
Memorial (1)	\$ 86,868
Memorial (2)	\$ 94,958
Regina	\$ 95,472
UNB	\$ 96,500
U. Vic.	\$ 100,116
Carleton	\$ 101,703
York	\$ 103,902
Guelph	\$ 104,898
Simon Fraser	\$ 106,212
Waterloo	\$ 108,970

Elaboration 7.1: Develop and enhance a distinctive image of Memorial as Canada's foremost Atlantic university and leader in North Atlantic studies

**Marketing Materials Developed/Redeveloped
Living Learning Campaign (September 2002 - November 2004)**

Since summer 2002, the *Living Learning* motto has been used and a new design concept for student recruitment materials was developed, based on the work of the university's Marketing Working Group. Key elements of this new "look and feel"—the colour palette, design specifications, photos -- are being applied to other university marketing and communications materials on an ongoing basis, as part of our integrated marketing efforts to build a compelling and consistent image for Memorial among our stakeholders.

Marketing materials developed to date include:

For Office of Student Recruitment:

- undergraduate student recruitment viewbook
- domestic lure brochure
- posters for domestic use
- posters with blank
- posters for international use
- postcards
- international info sheet
- domestic info sheet
- international lure brochure
- alumni referral cards
- info request cards
- display banners, pop-up displays for career fairs, school visits

Display advertising (multiple insertions):

- *Toronto Sun*
- *Workers' Voice* magazine
- *NF Herald*
- *NB Telegraph Journal*
- *The Edge*
- *Ottawa Citizen*
- Native Inuit Yearbook
- OSCA newsletter (Ont. school counsellors assn)
- *Next Step* mag.
- Kuala Lumpur (educ supplement)
- *Downhomer*
- Colombia Intn'l college supplement
- Festival 500 program
- Resource Guide (NL)
- *NS Business Journal*
- VI News Group
- *The Compass*
- *Daily News*
- Junior Team Canada program
- Youth Soccer program
- *Telegram*
- *Western Star*
- *Kennebec Journal*
- *Morning Sentinel*
- *Saltscapes* mag.

Display advertising (cont'd)

- *Atlantic Business Magazine*
- *Campus Starter* mag
- *Edmonton Sun*
- *First Nations College Guide*
- *Vancouver News*
- Asia Educational Fair program

Complementary materials produced by or for other units:

- *Research Report 2003 – Office of Research*
- display banner promoting Research Report
- *Calendar 2003-2004 – Registrar's Office*
- *President's Report 2002* Web site and brochure
- *President's Report 2003* Web site and brochure
- Celebrate Memorial popup displays for 2002 and 2003
- generic presentation folder
- CIAP's *Fact Book 2002* cover
- info sheets (recruiting) – English, Historical Studies, Psychology – *Grenfell College*
- Orientation materials for Fall 2003, including 2-min video – *Student Affairs*
- *A Guide to First Year 2003/2004 – Academic Advising (Registrar)*
- information sheets (recruiting) – 7 discipline-specific sheets – *Engineering*
- insert for *Gazette/Muse* – *Library*
- poster, awareness campaign – *Library*
- Investing in Tomorrow brochure – *Alumni Affairs*
- *Undergraduate Registration Procedures*, cover – *Registrar*
- *Graduate Registration Procedures*, cover – *Registrar*
- poster template – Canada Research Chairs Lecture Series – *Office of Research*
- Season's greetings card 2003
- general-use display banners – *University Relations*
- general use display banners – *Grenfell College*
- Achieving Excellence in a Small Campus Setting brochure – *Grenfell College*
- research marketing folder with 9 discipline-specific info sheets – *Medicine*
- *Benchmarks* newsletter -- *Engineering*

Elaboration 7.2: *Develop a comprehensive plan for improving our image with the outside world.*

Marketing-Oriented Events

Since 1999-2000, there has been a significant expansion in the number and types of marketing events and activities designed to promote Memorial to diverse audiences. As well, many existing events have been revised to include more of a marketing focus, including Convocation, various awards presentations, alumni gatherings, public speaking opportunities by the President and other university leaders, and campus community-building events such as Orientation and Celebrate Memorial. From the files of University Relations, the following list of major community relations and marketing activities organized by that office is drawn:

In 2000-2001, about 39 marketing-oriented events were held, including:

- workshop for Commonwealth ministers of education from the Caribbean
- opening of the Newfoundland and Labrador Centre for Applied Research
- dinner meeting for young entrepreneurs
- breakfast presentation to Regional Economic Zone Board representatives attending the North Atlantic Forum
- annual presentation of teaching and research awards to Memorial faculty
- Music Showcase event featuring student and faculty performances
- dinner meeting with students from Saudi Arabia

- briefing presentation to new provincial minister of Post-secondary Education
- Celebrate Memorial concept was re-launched as an annual program of events to celebrate Memorial's connections to community

In 2001-02, about 42 marketing-oriented events were held, including:

- campus meetings and tours for visitors from universities in Thailand, Germany, Saudi Arabia, Ireland and China
- community workshop to generate involvement and support for the re-launch of the *Newfoundland Quarterly*
- news conference to announce major breakthrough on colorectal cancer research
- lunch meeting with Frank McKenna, commissioner studying Canadian health services
- dinner briefing of new provincial Mines and Energy minister
- presentations and tours of Memorial as part of familiarization tour of learning vacations planners, in collaboration with provincial Tourism
- visits by Schlumberger, Telepix, GlaxoSmithKline, CIDA, INCO
- hosting of board meetings of CANARIE, National Research Council Monograph Editorial Board and Canadian Research Communications Centre

2001-02 (cont'd)

- luncheon for athletes from across Canada participating in Memorial's inaugural Hawkeyes Men's Invitational Basketball Tournament
- briefings on Oil and Gas Development Partnership to various industry and government bodies
- launch event for new Public Sector Leadership and Management Development Program
- archaeology-focussed Community Showcase

In 2002-03, about 47 marketing-related events were held, including:

- presentation/luncheon of Ben Heppner scholarship in music
- visits of federal minister Stephane Dion, Wexford Senators, Mexican higher education delegation, Russian ambassador to Canada, Galbraith Lecturer Roy Romanow, music educator Rena Upitus
- workshop to stimulate planning for Beaumont-Hamel memorial in Newfoundland
- announcement of Atlantic Innovation Fund funding to Memorial, round 1
- briefings of premier, provincial deputy ministers
- dinner meeting with visiting New York state guidance counselors
- openings of new residences at Grenfell College and Harlow campus, Bonne Bay Marine Station
- Community Showcases focusing on Education, Science, Arts
- community collaboration dinners on themes of Labrador, Harlow, Irish partnerships
- congratulatory breakfast for AUAA champs, women's SeaHawks basketball team

- reception for staff and friends of the Art Gallery of Newfoundland and Labrador for service to Memorial University

In 2003-04, about 33 marketing-related events have been held to date, including:

- visits by Sun Microsystems, Novartis, Counselling Foundation of Canada, Sanofi-Synthelabo
- announcement/events for Husky Energy Chair in Oil and Gas Research
- briefings of NDP party leader, St. John's Board of Trade,
- meetings with visitors from Qatar, Ireland, University of Calgary,
- BBQ for Canadian students participating in Memorial's first Shad Valley camp
- announcement of Atlantic Innovation Fund funding for Memorial, round 2
- workshop/luncheon for citizenship forum
- lectures by notables such as Bank of Canada Governor David Dodge, Dr. Peter Hagggett, Daniel Johnston
- ground-breaking ceremony for new Exhibition Centre, Grenfell College campus
- Community Showcases featuring Library, Marine Institute
- literary/arts community reception for first Massey Lecture at Memorial
- announcement of donation from Petro-Canada for expansion of Music Building

Elaboration: Administration and Finance Initiatives

In addition to the progress identified in Table 1 of this report, a great deal of work has also been ongoing in units reporting to the vice-president (administration and finance). This work, which has been characterized by greater collaboration between the academic and administrative sectors of the University, is designed to improve the infrastructure and services of the University so as to facilitate its academic mission. Some examples include:

- Approval of a five-year \$28 million program to address the University's most urgent items of deferred maintenance. Funding is in place for year one of the program which will be completed by March 31, 2004.
- Completion of a functional planning study for the revitalization and expansion of student residences and approval of another functional planning study currently underway for a new Sciences Research Building.
- Completion of several human resource initiatives designed to support the Strategic Framework, including succession and replacement planning for key non-academic employees, training and leadership development for staff, employee wellness and active living pilot program, employee orientation program, employee exit interview program and review of human resource business processes.
- Implementation of the new Financial Administration System with improved reporting capabilities to support the acquisition, reporting and management of finances.
- Implementation of key information technology initiatives such as a Web portal for students; creation of a highly advanced campus network, including improved connections to Canada's advanced network servicing the education, health and research communities throughout the country; creation of a wireless network to improve user mobility, enhance collaboration and improve classroom delivery of education.
- Partnering with various sectors of the university community to create a course management system, video repository, new multimedia classrooms and other facilities, and to secure funding in support of research and teaching initiatives.
- Improvements in the labour relations climate, including the use of interest-based bargaining, to improve dialogue and reduce friction and the conclusion of new agreements with all union locals.