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Media tour briefing note:
Introducing Dr. Morrison as Memorial's new president

Media sentiment on Memorial at the moment; purpose of tour:

Memorial University's communications team has a great and collaborative working relationship with media that yields over 200 positive stories a month, ranging from coverage on research findings and business incubation to public events and expertise consults.

[redacted] s. 29 (1) (a)

[redacted] s. 40 (1)

[redacted] s. 29 (1) (a), s. 40 (1)

It should be noted that while media is an external audience, you will reach internal audiences via media.

[redacted] s. 29 (1) (a)

Objectives:

1. Introduce you to local media outlets who cover Memorial on a weekly basis, and satisfy for their requests for an interview while your arrival is still new news. [redacted] s. 29 (1) (a)

2. [redacted] spread your core introductory messaging to audiences like the general public, donors, community partners, but also to members of media themselves – [redacted] s. 29 (1) (a)

3. Signal a fresh new start for Memorial, and establish you as a strong, team-building leader to guide Memorial University through its current challenges and opportunities.

Risks and mitigation:

1. In 2024, 8 in 10 negative headlines about Memorial came from our own internal audiences going to media. [redacted] s. 40 (1) s. 29 (1) (a)

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s. 29 (1) (a)

[redacted]

s. 29 (1) (a)

2. [redacted]

3. [redacted] s. 29 (1) (a)

4. [redacted] we observed our community responding positively to your introduction in May, [redacted] s. 29 (1) (a)

Media tour: Week 1

When: Thursday, August 14; 10 a.m. to 11:20 a.m.

Format: Starting at 10 a.m., you will take four 15-minute interviews, back-to-back, with the 4 local media outlets. The 15 minutes will include them setting up and taking down cameras. Chad will ensure they stop at the 15-minute mark out of respect for the next media outlet's time. However, you will get a five-minute breather between each interview. s. 29 (1) (a) [redacted]

Format rationale: This format satisfies local media all wanting time with you, and wanting it the same days as their competitors [redacted] s. 29 (1) (a) [redacted]

s. 29 (1) (a)

[redacted]

Outlet & personality	Background and scope of interview	Time
CBC Here & Now (Carolyn Stokes)	Here & Now is CBC's supper-hour televised news. Their segments are often picked up by CBC Atlantic or CBC national. Generally speaking, a CBC Here & Now segment will also be repurposed for CBC N.L.'s website as a web video feature. Additionally, CBC's radio shows will often use the audio from Here & Now interviews. [redacted] Because this is television, the segment will be short [redacted] s. 29 (1) (a) [redacted] their lead anchor Carolyn Stokes [redacted]	10:00
AllNL (with Emily Deming)	This paywalled outlet [redacted] and exclusively covers the local business community. It therefore exclusively publishes news of Memorial's business operations. [redacted] AllNL's subscribers are largely local businesses who subscribe to hear what's being said about them and their competitors, [redacted] s. 29 (1) (a), s. 40 (1) [redacted] s. 40 (1) [redacted] s. 29 (1) (a) [redacted] She'll provide her interview questions on Wednesday.	10:20 s. 29 (1) (a)
NTV (with Bailey Howards)	For televised news, NTV is the only competitor in the province for CBC Here & Now. A household watches one or the other, not both, and NTV typically reaches older, rural Newfoundlanders and Labradorians, while CBC Here & Now reaches urban audiences and all age groups. Bailey Howards covers Memorial for NTV; [redacted] s. 40 (1) [redacted] s. 29 (1) (a) [redacted] s. 29 (1) (a), s. 40 (1)	10:40

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s. 29 (1) (a)

	[redacted] **She'll ask you about the following, "I'd like to know how she feels becoming president during the centennial anniversary of Memorial, how she feels about becoming president during some difficult financial times for the university and how she plans to tackle concerns of unit closures / cuts and of course would like to hear about her background and what excites her about this new opportunity at Memorial."**	
VOCM (Gerry Lynn Mackey)	The majority of our hits come from VOCM radio because they're on air 24-7, and that's a lot of air time to fill. [redacted] Their radio interviews are also repurposed as web stories. Their website is regarded as the go-to for breaking news because they focus on "what happened" and nothing much beyond that (a headline with a 2-5 line story), which allows them to break news faster. [redacted]	11:00 s. 29 (1) (a) s. 40 (1), s. 29 (1) (a)
Held if needed	If Canadian Press or The Telegram insist on an interview at this time, we'll discuss slotting them in here.	11:15

Media tour: Weeks 2-4

These are other opportunities or requests that can wait beyond the first week, and we can treat these as optional.

Outlet & personality	Background and scope of interview	When
[redacted]		

s. 29 (1) (a)

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Canada Games Closing Reception

Sunday, August 24, 2025 5:00-6:15 pm St. John's Convention Centre

Purpose

To inform the President of Memorial University about key individuals on the Host Society board expected at the Closing Reception with the 2025 Canada Games, with a focus on their relationship with Memorial. The reception is organized by the Host Society and details regarding attendance is not known.

Key Messages: Memorial University and the 2025 Canada Games

1. Proud Host and Partner

Memorial University was a proud partner of the 2025 Canada Games and we are so pleased with our contributions to the success of the 2025 Canada Games. The Games could not have happened without Memorial, and they could not have been as successful as they were without Memorial.

Memorial has worked diligently for almost two years, ensuring Games-readiness. It has required significant focus and resources from the institution and absolute dedication from many employees.

2. Games Village and Facilities

Memorial was home to the Games Village, which included: Athlete accommodations; Team mission offices; A polyclinic; Media and broadcast centre; Social programming spaces.

Sports held at Memorial, included: Basketball; Volleyball; Swimming; Diving; Artistic Swimming.

3. Centennial Celebration

The Games coincided with Memorial's 100th anniversary, making this a historic moment to celebrate the university's legacy and future. The Canada Games is another example of how Memorial is tied to the fabric of this province.

The partnership reflected Memorial's commitment to community engagement, youth development, and national pride.

4. Volunteerism and Public Engagement

Memorial encouraged volunteerism with the Canada Games, offering leave options, and encouraged people to assist with Team Memorial.

The university fostered a culture of service and collaboration through its Team Memorial initiative.

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Anticipated Host Society Members in Attendance - Key Players for Memorial

s. 40 (1) [redacted] The president has met **Kim Keating** and **Karl Smith**, Co-Chairs. They have been heavily involved with working with Memorial during preparation of the Games. [redacted] s. 40 (1) [redacted]. Both Kim and Karl met quarterly with the president and VPAFA for the past year and a half.

s. 40 (1) [redacted]

Denis Mahoney

Denis is a past vice-chair of the Board of Regents. [redacted] s. 40 (1) [redacted] before serving as Deputy Minister of Justice and Public Safety and Deputy Attorney General. In May 2025, he was appointed Clerk of the Executive Council and Secretary to Cabinet. He is a graduate of Memorial. [redacted] s. 29 (1) (a)

s. 40 (1) [redacted]

Lynn Healey s. 40 (1)

Lynn [redacted] She is currently the Chief Operating and Financial Officer of Sequence Bio, a genomics and discovery biology company, with close ties to Memorial. She serves on the university's Investments Committee. [redacted] s. 40 (1)

s. 40 (1) [redacted]

Bev Evans

Bev was a partner of Knightsbridge, Robertson and Surrette [redacted] s. 40 (1) [redacted] She is a graduate of Memorial.

Stacey Howse

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s. 40 (1)

Stacey is ED of First Light, formerly known as the St. John's Native Friendship Centre.

s. 40 (1)

s. 40 (1)

Tanya Haywood

Tanya is the Deputy City manager of the City of St. John's and a City representative on the committee.

s. 40 (1)

s. 40 (1)

Sandy Hickman

Sandy is a City of St. John's representative on the committee. He is an elected member of City Council since 2001. He is retired as a provincial civil servant and

s. 40 (1)

He is a graduate of Memorial.

s. 40 (1)

Katarina Roxon

Katarina is a multi medal-winning para swimmer at the Paralympic Games. She was one of the flag bearers at the Opening Ceremony. She was awarded an honorary degree from Memorial in May 2025 in recognition of her achievements.

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s. 40 (1) [redacted] s. 40 (1)

s. 40 (1) [redacted]

Karen Sherriff

Karen is the CEO of the Canada Games Host Society, [redacted]. She has been the main source of connection with Memorial and its role in the Canada Games, including the Aquarena Steering Committee. [redacted] s. 40 (1)

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Briefing Note: Administrative Costs and Institutional Health

To: Janet Morrison, President, and Jennifer Lokash (Provost and Vice-President(Academic)
From: Keith Matthews, CIAP
Date: August 22, 2025
Subject: [redacted] s. 29 (1) (a)

Purpose
To stimulate a robust, evidence-informed discussion on Memorial University's fiscal challenges, the concept of "administrative bloat," and the implications for institutional health and academic mission.

Background s. 29 (1) (a)

- "Administrative bloat" is a persistent [redacted] used to critique university spending perceived as misaligned with academic priorities.
- [redacted] s. 29 (1) (a)

Issues

- **Fiscal Context:** Memorial faces a $9M budget gap amid 13 years of cumulative cuts, with academic support units disproportionately affected (46% vs. 18% for academic units).
- **Enrolment Trends:** Declining undergraduate enrolment and increasing graduate enrolment [redacted]
- [redacted]
- [redacted] s. 29 (1) (a)

Points

- [redacted] s. 29 (1) (a)
- Stakeholders—including government, faculty, students, and the public—[redacted]
- [redacted] s. 29 (1) (a)

Recommendations

- [redacted]
- [redacted] s. 29 (1) (a)
- [redacted]
- [redacted]

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Week 3 media interviews

Purpose of interviews

[redacted] s. 29 (1) (a)
[redacted]. These interviews will also let you talk about what you've been hearing and your intentions to be a collaborative leader. [redacted]
[redacted] s. 29 (1) (a)

[redacted] s. 29 (1) (a)

[redacted] s. 29 (1) (a)

[redacted] s. 29 (1) (a)

[redacted] s. 29 (1) (a)

[redacted] s. 29 (1) (a)

Risks and mitigation:

1. [redacted] s. 29 (1) (a)

2. In 2024, 8 in 10 negative headlines about Memorial came from our own internal audiences going to media. [redacted] s. 29 (1) (a) s. 40 (1)

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[redacted] s. 29 (1) (a)

3. [redacted] s. 29 (1) (a)

4. [redacted] s. 29 (1) (a)

5. [redacted] s. 29 (1) (a)

Interview details

When: Monday, August 25 | 1:00-2:20 p.m.
Where: Lecture Hall, SN-2109 (or your office)
Format:
You will take four 15-minute interviews, back-to-back, with 4 local media outlets. The 15 minutes will include them setting up and taking down cameras. Chad will ensure they stop at the 15-minute mark out of respect for the next media outlet's time. However, you will get a five-minute breather between each interview. [redacted] s. 29 (1) (a)

Format rationale:
This format satisfies local media all wanting time with you, and wanting it the same day as their competitors [redacted] s. 29 (1) (a)

1:00: VOCM (Gerry Lynn Mackey)

Scope of interview:
She'll get me some of her questions by Friday morning. "Busy focussing on this week at the moment."

Background on VOCM; Gerry Lynn:

- The majority of our hits come from VOCM radio because they're on air 24-7, and that's a lot of air time to fill. [redacted] s. 29 (1) (a) [redacted] I'm in daily conversation with them.
- Their radio interviews are also repurposed as web stories. Their website is regarded as the go-to for breaking news because they focus on "what happened" and nothing much beyond that (a headline with a 2-5 line story). This allows them to break news faster, [redacted] s. 29 (1) (a)
- [redacted]

s. 29 (1) (a), s. 40 (1)

1:20: NTV (Bailey Howards)

Scope of Interview:
She has expressed she'll primarily focus on:

- "How do you feel about becoming president during the centennial anniversary of Memorial?"
- "How do you feel about becoming president during some difficult financial times for the university?"
- "How do you plan to tackle concerns around cuts and closures?"
- "I would like to hear about her background and what excites her about this new opportunity at Memorial"

Background on NTV; Bailey Howards:

- For televised news, NTV is the only competitor in the province for CBC Here & Now. A household watches one or the other, not both. [redacted]

s. 29 (1) (a) [redacted]

- NTV typically reaches 50+ rural Newfoundlanders and Labradorians, while CBC Here & Now reaches urban audiences and all age groups. This is of course a generalization.
- With regards to issues-based coverage, Bailey Howards covers Memorial for NTV. [redacted] s. 40 (1) [redacted] s. 29 (1) (a) [redacted]

s. 29 (1) (a), s. 40 (1)

1:40: CBC (TBD: [redacted] s. 29 (1) (a)

s. 29 (1) (a)

Scope of Interview:
They're still awaiting whom to assign, [redacted] Once they give me a name, I can update this section

Background on CBC N.L.

- Here & Now is CBC's supper-hour televised news. Their segments are often picked up by CBC Atlantic or CBC national.
- Generally speaking, a CBC Here & Now segment will also be repurposed for CBC N.L.'s website as a web video feature. Additionally, CBC's radio shows will often use the audio from Here & Now interviews. This makes Here & Now a key means of cross-platform CBC coverage.
- Because this is television, the segment will be short [redacted]
- [redacted] s. 29 (1) (a)
  [redacted] s. 29 (1) (a)
- Jenna Head [redacted] s. 40 (1)
  [redacted] Her filmed interview will go to go Here & Now for straight news coverage, [redacted] s. 29 (1) (a)
  [redacted] s. 40 (1)

2:00: AllNL (Emily Deming)

Scope of Interview:
She has expressed she'll primarily focus on:

- "Recent changes in executive leadership like the reactivation of VP (Finance and Admin) and similar changes, and their rationale."
- "I want to hear about plans for cuts to programs, units, people."

Background on AllNL; Emily Deming

s. 29 (1) (a)

- AllNL is a paywalled outlet [redacted] and exclusively covers the local business community. It therefore exclusively publishes news of Memorial's business operations, [redacted] s. 29 (1) (a)
- AllNL's subscribers are largely local businesses (and GovNL departments) who subscribe to hear what's being said about them and their competitors, [redacted] s. 29 (1) (a)
- [redacted]

s. 40 (1)

s. 29 (1) (a), s. 40 (1)

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s. 29 (1) (a), s. 40 (1)

- [redacted]

s. 29 (1) (a)

- [redacted]

s. 29 (1) (a)

Key Messages / [redacted]

s. 29 (1) (a)

[redacted]

s. 29 (1) (a)

[redacted]

s. 29 (1) (a)

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[redacted] s. 29 (1) (a)

***FOR A COMPREHENSIVE Q&A, VISIT THE ISUES DOCUMENT. ***
This document is still under revisions, hence linking out to it.

s. 29 (1) (a)

[redacted]

In addition to those questions, [redacted] s. 29 (1) (a)

Bailey Howard (NTV) expected to ask:
"How do you feel about becoming president during the centennial anniversary of Memorial?"

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or "I would like to hear about her background and what excites her about this new opportunity at Memorial" s. 29 (1) (a)

[redacted]

Bailey Howard (NTV) expected to ask:

"How do you feel about becoming president during some difficult financial times for the university?" s. 29 (1) (a)

[redacted]

Bailey Howard (NTV) expected to ask:

"How do you plan to tackle concerns around cuts and closures?" s. 29 (1) (a)

[redacted]

[redacted]

s. 29 (1) (a)

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Briefing Note: Strategic Planning Ecosystem at Memorial University

To: Dr. Janet Morrison, President

From: Keith Matthews, Director of CIAP

Subject: Overview of Strategic Planning Ecosystem at Memorial University

Date: September 5, 2025

1. Introduction

Memorial University's strategic planning ecosystem integrates academic, financial, and institutional planning to support informed decision-making, ensure accountability, and align operations with long-term goals. The Centre for Institutional Analysis and Planning (CIAP) plays a central role in this ecosystem by providing data, analysis, and coordination across planning processes. This Briefing Note is intended to illustrate the complexity of this ecosystem and the implications on institutional health.

2. Planning Types and Processes

Institutional Strategic Planning: Memorial has had four major periods of strategic planning in the last thirty years:

1. Launch Forth into the Deep (1994)
2. Five Pillars (2007-2012)
3. Three Frameworks (2012-2020)
4. Transforming Our Horizons (2021-2026)

Academic Unit Planning (AUP): A cyclical, Senate-mandated process overseen by the Academic Unit Planning Committee (AUPC) of Senate and coordinated by CIAP. Units undergo self-study, host an external review, and develop a goals-based action plan. AUP supports academic reflection, future development, and strategic planning. It faces challenges such as resource constraints and duplication of efforts with accreditation and external auditing bodies.

Strategic Planning and Reporting to Government: CIAP leads the development of the university's 3-Year Strategic Plan and the Annual Report to government. These documents are legislative obligations under the Transparency and Accountability Act. Memorial's current 3-Year Strategic Plan expires in 2026, [redacted] s. 29 (1) (a)

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[redacted] s. 29 (1) (a)

Enrolment Planning: CIAP provides enrolment trend analysis, retention metrics, and fiscal projections that inform recruitment strategies and program sustainability. These insights are critical for the transition to the Responsibility Centre Management (RCM) budget model.

Budget Planning: Strategic budget planning is increasingly data-driven, with CIAP supporting the design and implementation of the RCM model. [redacted] s. 29 (1) (a) CIAP works with the Department of Education and the Registrar's Office to obtain anonymized high school academic performance data to undertake funnel analysis for enrolment planning purposes. This data exchange is governed by an Information Sharing Agreement, though Education has been unable to deliver this data for the last three years, despite the agreement.

3. Governance Roles

Senate – University Planning and Budget Committee (PBC): Advises Senate on strategic frameworks, budget priorities, and institutional effectiveness. PBC oversees University Centres through delegated authority of Senate in the review of proposals for new centres, the, guidance for groups seeking to develop a centre, and recommendation for adoption of existent centres under the new policy. PBC is the leading body for the Special Meeting of Senate; selecting the topic, coordinating subject matter expertise, developing the presentation collaboratively, and hosting the special meeting. Membership includes senators, faculty, staff, students, and resource personnel (Registrar's Office, Budget Office and CIAP).

Senate – Academic Unit Planning Committee (AUPC): Oversees the administration of the Academic Unit Planning process across all campuses. AUPC reviews completed AUP reports from the Unit and the external panels. AUPC provides feedback to the Provost, Deans, and academic units based upon panel recommendations, Unit feedback, and potential trends noted across Units. The AUP Coordinator, based out of CIAP, manages the schedule of reviews as developed by AUPC, collaborates with Units in meeting procedural requirements, and provides logistical support. Conducts a comprehensive review of the AUP process at least every ten years, including university-wide consultation and recommendations for improvement. Membership includes senators, faculty, students, and resource personnel.

4. Strategic Frameworks and Institutional Plan

Transforming Our Horizons (2021–2026): Memorial's current institutional strategic plan sets a bold vision for Memorial to be a university "for the province, for the world, and for

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our future." It emphasizes five strategic themes: Proactive programs, Inspired learning, Dynamic research, Commitment to communities, and Promotion and pride.

Prior to Transforming Our Horizons, Memorial's strategic plan comprised three pillar frameworks for Teaching and Learning, Research, and Public Engagement. Connected to these 3 frameworks was a variety of institutional plans and strategies.

Public Engagement Framework (2012-2020): Endorsed by Senate in 2012, the PEF promotes respectful, inclusive, and mutually beneficial relationships with communities. It guides engagement activities across teaching, research, and service. [redacted] s. 29 (1) (a)

Research Strategy Framework (2023–2028): This framework outlines Memorial's vision to be a globally recognized research university rooted in place and purpose. It emphasizes collaboration, equity, and impact, and supports interdisciplinary, Indigenous, and community-engaged research. This replaced the old Research Framework.

Teaching and Learning Framework (2018-2023): The TLF supports inclusive, engaging, and innovative learning environments. It promotes student success, interdisciplinary learning, and professional development for educators, while advancing equity and Indigenization in pedagogy. This Framework has not been renewed, but is still cited.

Accessibility Plan Memorial University (est. 2023): The APMU includes both legislative requirements and existing university plans and policies related, in part or in full, to accessibility. It includes increased accessibility in goal areas: communications, policies, and procedures; design of spaces; employment; teaching, learning, and research; customer service and goods and services. In creating the Memorial University Accessibility Plan, contributors followed the Accessibility Plan Guide provided by the provincial Disability Policy Office.

Strategic Framework for Indigenization (2021-2026): Developed following a series of consultations following release of the Truth and Reconciliation Commission. The SFI sets out four strategic priorities to indigenize the academy for the benefit of all: leadership and partnership; teaching and learning; research; and student success.

[redacted] s. 29 (1) (a), s. 35 (1) (d)

Memorial University Equity, Diversity, Inclusion, and Anti-Racism Strategic Plan (In development)

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5. Unit-Level (including Campus-level) Strategic Plans

With the development of Transforming Our Horizons, all units were asked to create or update existing strategic plans to bring them into alignment with the overall strategic direction of the University. Some units (E.g. Business, MI and Medicine) have a long history of planning and reporting, while others have done it sporadically.

Marine Institute – Vision 2041: To the World: Sets a direction for global leadership in applied oceans education and research. Focuses on economic development, global partnerships, and innovation, aligning closely with Memorial's institutional plan.

Grenfell Campus – Committing to Communities (2020-2025): Mission is to continue to grow a student-focused and community-engaged campus. Includes nine themes and ten key outcomes seeking to strengthen innovation, respond to the needs of stakeholders, and achieve transformative change.

Faculty of Medicine – Grounded in Excellence (2024–2027): Builds on Destination Excellence (2018–2023) and outlines objectives across education, research, and social accountability. Developed through extensive consultation, it reflects a commitment to collaboration, innovation, and continuous improvement.

Faculty of Nursing – Leading Excellence (2024-2029): Reinforcing the themes in Transforming Our Horizons this plan reflects Nursing's commitment to people and communities, knowledge and discovery, global engagement, and sustainability. Achieving this through advancing education, research, service and driving nursing excellence.

Faculty of Business Administration – Rugged and Resilient: Positions the school as a leader in entrepreneurial, sustainable, and socially equitable business education. Strategic priorities include championing change, experiential education, research innovation, and barrier elimination through partnerships.

Faculty of Humanities and Social Sciences (2022-2027): A guiding document which articulates specific, actionable items for which the faculty and each department can be assessed for alignment to university reporting structures. The goal areas reflect those of Transforming our Horizons with added priority focused on indigenization, decolonization, and EDI-AR.

Faculty of Science (2022-2027): A guiding document which aims for MUN to be Atlantic Canada's foremost destination for research, collaboration, and science education. It focuses on transformative education, EDI-AR integration throughout all practices, supporting student progression and retention, funding and financial accessibility, dynamic research, providing a transformative place to work and learn, and connection with community.

6. Budget Model Transition and Planning Alignment

Memorial University is currently transitioning from an incremental budget model to a

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Responsibility Center Management (RCM) model. This shift represents a significant change in how financial resources are allocated and managed across academic and administrative units. [redacted] s. 29 (1) (a) [redacted]. CIAP plays a supporting role in this process by providing the data and analysis necessary to inform planning decisions and model financial impacts. [redacted] s. 29 (1) (a) [redacted]

7. Conclusion

CIAP, in its role in developing, overseeing and reporting on a broad array of planning activities, is uniquely positioned to speak to the challenges arising from the current strategic planning ecosystem at the University. [redacted] s. 29 (1) (a)

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Briefing Note
Memorial's Engagement with a Range of Clean Industry Developments and International Partnership Building in that Context

1. The developments so far

Prompted by Canada's association with the Horizon Europe Program, Grenfell took the initiative to explore opportunities for better engagement with European partners.

[redacted] s. 29 (1) (a)

Working with Engineering and MI, Grenfell has strengthened Memoerial's relationship with econext, the NL business development organization for the sustainable industry sector. Memorial partners also became key partners for HY-IP, a NL focused clean hydrogen hub that also engages the local indigenous coities, the College of the North Atlantic, the Marine Institute and the Faculty of Engineering as well as the Government of NL and ACOA. Grenfell also took the lead in establishing collaboration with the other Canadian clean hydrogen hubs and was invited to take part in a group study visit to Germany in March of 2025 to learn about hydrogen hubs in Germany and build partnerships. [redacted] s. 29 (1) (a), s. 35 (1) (d)

Building on the collaboration with the NL based industry partners, relationships have been developed with a range of academic, government and industry partners in Northern Germany, notably the state of Lower Saxony, which is a national leader for wind energy and hydrogen in Germany. Grenfell and Engineering also took part in the NL delegation at the 2025 Hannover Messe, the world's largest trade show for advanced manufacturing for which Canada was invited as the lead partner for 2025.

2. Opportunities for Memorial

s. 29 (1) (a), s. 35 (1) (d)

[redacted]

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s. 29 (1) (a), s. 35 (1) (d)

[redacted]

3. Next steps

a) Visit by Mayor and Premier of Hamburg to St. John's on September 23rd, 2025

[redacted]

s. 29 (1) (a), s. 35 (1) (d)

[redacted]

s. 29 (1) (a), s. 35 (1) (d)

c) Participation of a NL delegation to the Hamburg Hydrogen Technology World Expo on October 21 to 23, with participation of Gov of NL, ACOA, econext, individual companies, notably North Atlantic, Memorial and CNA. [redacted]

s. 29 (1) (a), s. 35 (1) (d)

[redacted]

2025 Alumni Tribute Awards

The Alumni Tribute Awards is an annual event celebrating exceptional Memorial alumni who have achieved distinction in their chosen fields, are committed to their alma mater and/or have made outstanding contributions to their communities. To date, over 150 alumni have received these awards.

Four awards are presented annually:

- Alumni of the Year Award – the highest honour bestowed upon an alumni;
- J.D. Eaton Award - for volunteer contributions to Memorial;
- Outstanding Community Service Award – for volunteer contributions to the wider community;
- Horizon Award – for achievement in an alumnus 35 years of age and under.

Nomination Process

The nomination process takes about two months. A call for nominations is released in the early winter with a submission deadline of April 15. A communications plan considers ways to ensure a diverse group of submissions. The awards selection committee reviews the submissions followed by an online meeting where they make their choices. The recipients are reviewed internally to ensure no financial arrears or legal issues. For the past few years, a concerted effort has been made to increase the diversity of nominations and recipients. These include the selection committee taking unconscious bias training, embedding values of diversity upfront into the selection process and providing assistance with application writing and submission.

The Selection Committee

The Selection Committee is comprised of seven diverse alumni. With the exception of the chair, each member serves a three-year term with two members leaving and two members joining each year. Considerations given when selecting new members include diversity, education and experience.

Student Involvement

Students emcee the awards ceremony. School of Music students perform during the event and at the receptions. Students assist as ushers and managing coat check.

The Event

Approximately 100 individuals typically attend, which includes family and friends of the recipients, students, leaders of academic units, professional associations, corporate representation, government officials and dignitaries and sponsors. The event is promoted to the entire alumni body and is livestreamed. Tickets cost $75 (plus fees and taxes) and when combined with sponsorship (external sponsors belairdirect and Newfoundland Power, along with internal sponsors CITL and Technical Services), it is a cost neutral event.

The reception includes a cash bar, non-alcoholic refreshments and light snacks. Formal photos are taken.

This year there are two new components to the Tribute Awards:

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- **Recipients Breakfast** - hosted by President Morrison, the four recipients, along with Lisa Browne, VP (advancement and external relations) will enjoy breakfast at the Botanical Garden from 8 to 9:30 a.m. on Wed. October 8. This is a casual opportunity for the recipients and president and VP to get to know each other.

- **Past Recipients Pre-Reception** - in recognition of the 100th anniversary of Memorial, a special event honouring previous recipients of the Alumni Tribute Awards will take place immediately prior to the 2025 awards ceremony in the lower lobby of the Signal Hill Campus (6 to 6:50 p.m.). This event will be hosted by Lisa Browne (recipient of the 2020 Alumni of the Year Award), VP (advancement and external relations), who will make brief remarks and gift a 100th anniversary pin to each of the past and present recipients. It is anticipated that approximately 25 individuals will attend this portion of the evening.



Briefing Note

THE PYE CENTRE FOR NORTHERN BOREAL FOOD SYSTEMS

MEMORIAL UNIVERSITY LABRADOR CAMPUS

PYE CENTRE
FOR NORTHERN BOREAL FOOD SYSTEMS

002-17-465-26

The Pye Centre for Northern Boreal Food Systems

Pieces of the Pye Centre

The Pye Centre for Northern Boreal Food Systems is a community-led hub dedicated to advancing food security, sovereignty, and sustainable agriculture in Labrador. Our work is organized around three strategic focus areas, or *Pieces of the Pye Centre*:

1. **Farming,** including initiatives that support local agricultural development through research, resource expansion, and community engagement.
2. **Wellness,** including programs that enhance physical, mental, and intergenerational well-being through farm-based activities and cultural connections.
3. **Education,** including initiatives that equip community members and students with agricultural skills, academic support, and digital learning resources to strengthen food systems knowledge and practice.



Vision

The Pye Centre will serve as a centre of research, education, and training excellence to support, promote, and enhance food security, production, and distribution in all parts of Labrador.

Values

Our values are what shape our vision and goals; they inform why we do what we do, and guide how we do it. At the Pye Centre, our values are centred around:

— Relevance for Labrador peoples and food systems;

— Responsibility to peoples, lands, and waters;

— Reciprocity among peoples, lands, and waters; and

— Relational accountability among all those working with us to achieve our vision and goals.

002-17-465-26

Updates on key initiatives under each piece of the Pye Centre:

— FARMING

Community Engagement: Our Farmers' Circle Meetings and Open Farmhouse initiatives provide ongoing engagement opportunities for local farmers to network, collaborate, and stay informed about research conducted at the Pye Centre. [redacted]

s. 29 (1) (a), s. 35 (1) (d)

Agricultural Research and Production: Internal experimental crop trials and partnerships with Agriculture and Agri-Food Canada continue to enhance knowledge of cold-hardy crops. [redacted]

s. 29 (1) (a), s. 35 (1) (d)

— WELLNESS

Physical and Mental Wellbeing: Farm drop-ins, walking tours, and yoga at the farm are being introduced to promote wellness. Additionally, the Pye Centre is increasingly being used as a quiet space for student mental health support.

Arts-Based and Intergenerational Programming: The Pye Centre is hosting songwriting retreats, painting classes, and Elder support programs to promote cultural and artistic engagement. [redacted]

s. 29 (1) (a), s. 35 (1) (d)

— EDUCATION

s. 29 (1) (a), s. 35 (1) (d)

[redacted]

Funding & Development Opportunities

s. 29 (1) (a)

[redacted]

Learn more about the Pye Centre:
mun.ca/labradorcampus/pye-centre/

002-17-465-26

UArctic & Memorial University

Briefing for President Morrison and Paul Brett, Vice President Marine Institute
Meeting: UArctic Leadership

Date: Thursday, October 30, 2025, 10:30am • **Teams Meeting**
Prepared by: VP Northern Community Engagement / Strategic Northern Liaison, Sheila Downer

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Executive Summary

- UArctic (University of the Arctic) is the world's largest higher-ed network focused on Arctic and Northern issues (education, research, innovation, community engagement). UArctic is a decentralized organization, with offices, programs, and functions hosted at member institutions across the Circumpolar North.
- Memorial's role: Memorial joined as a member of UArctic in 2004. Since 2020, Memorial—along with Yukon University—has served as Canada's lead institution for UArctic engagement under Global Affairs Canada's Global Arctic Leadership Initiative (GALI). Memorial is widely recognized as a pan-Canadian convener and a trusted Northern partner.
- Memorial also has a formal Cooperation Agreement with UArctic for the hosting of the position of Vice-President, Northern Community Engagement, currently filled by Sheila Downer, Strategic Northern Liaison at Memorial University. This agreement term is set to expire March 31, 2026.
- Why it matters: Continued leadership amplifies Memorial's research profile, student opportunities, partnerships, and funding leverage, strengthens Indigenous and Northern collaboration, and aligns with Canada's Arctic & Northern Policy Framework (ANPF).
- [redacted] s. 29 (1) (a)

What is UArctic?

- A member-driven, non-profit network of universities, colleges, and research institutes across the Circumpolar North and beyond.
- Decentralized structure: UArctic functions through distributed offices, programs, and positions hosted by member institutions, enabling regional and thematic leadership across the Arctic.
- Operates through Thematic Networks, UArctic Chairs, field schools, student mobility, and shared curricula—linking education, research, and community priorities.
- Value proposition: collective credibility; access to Arctic partners and infrastructure; student opportunities; talent pipelines; visibility in the Arctic policy-relevant fora.

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Memorial's Current Position & Contributions

- Canadian Lead for UArctic engagement (with Yukon University) through GALI funding.
- **Signature strengths:** Marine and ocean technologies (Marine Institute), fisheries, coastal resilience, Indigenous and Northern community engagement; Arctic education programming; entrepreneurship/innovation.
- **UArctic Network contributions (highlights):**
    - Leading/facilitating Small & Northern Members engagement. Hosting Vice President Northern Community Engagement and Canadian Membership Engagement Coordinator.
    - UArctic Chairs (*3 Chairs based at Memorial*). Chairs are highly qualified academics who serve as academic drivers in a broad area of relevance to the Arctic. They implement and drive collaborative actions in research and education among UArctic members and Thematic Networks and build partnerships with the broader Arctic community.
    - Indigenous Fellows and partnerships advancing Indigenous engagement and leadership in research and education.
    - Collaborative funding streams: Relationship Development Fund, Collaborative Research, Education & Engagement Fund (1–2-year projects), and Travel Support Fund
    - Knowledge exchanges in international fora (students, early-career researchers, community leaders).
- **Reputation:** Memorial is recognized for **inclusive, community-driven** approaches and **reliable delivery** on federal priorities.

Strategic Benefits to Memorial

Pan-University Benefits

- **Research & Funding Leverage:** Increases competitiveness for Tri-Council, GAC, oceans/climate programs; builds international consortia with demonstrated Arctic track records.
- **Talent & Training:** Pipeline of graduate students and trainees; field schools; mobility; co-supervision and exchanges across the North.
- **Indigenous & Northern Partnerships:** Deepens trust relationships; supports community-defined priorities and impact pathways.
- **Reputation & Visibility:** Positions Memorial as one of Canada's leading Northern universities and a go-to partner for governments, industry, and communities.
- **Policy Relevance:** Direct role in supporting Arctic & Northern Policy Framework priorities; strengthens Memorial's voice in climate, oceans, and Northern development dialogues.

Marine Institute (MI)–Specific Benefits

- **Applied Ocean & Marine Leadership:** Collaborative research initiatives with Northern partners (safety, shipping, fisheries, aquaculture, coastal protection).
- **Training & Micro-credentials:** Targeted programs for Northern communities and industry (remote ops, ocean observing, ice navigation, SAR).
- **Industry Partnerships:** Access to Arctic operators and supply chains; commercialization and workforce development opportunities.

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- **International Projects:** [redacted] s. 29 (1) (a)

Alignment with UArctic's Strategic Focus Areas

- **Communities:** Indigenous-led research and training; Northern member engagement; community innovation and local infrastructure resilience.
- **Climate:** Adaptation, monitoring, and land/sea ice knowledge; student challenges and field-based learning.
- **Green Transition:** Skills for renewable energy, low-carbon marine operations, circular and local economies.
- **Oceans:** Safe and sustainable use; coastal protection; fisheries science; ocean observing and data sharing.

What is expected from Oct 30 Meeting (Clear "Asks")

1. **Reaffirmed partnership**: Memorial University will continue to support the position of Vice President Northern Community Engagement.
2. **Reaffirmed partnership**: Memorial University will serve, in partnership with Yukon University as a national leader in UArctic engagement.
3. **Leadership** [redacted] GALI (Global Affairs Canada) supports Canada's UArctic leadership (engagement coordination; Indigenous VP and Fellows; mobility(N2N), travel supports; collaborative project funds; communications & visibility). Agreement that Memorial will continue to lead development [redacted] s. 29 (1) (a)
4. **Strategic alignment**: Agreement to support UArctic's focus areas of communities, climate, green transition, oceans, [redacted] s. 29 (1) (a)
5. **Indigenous Fellows**: Support continuity of activities up to September 2027 (Current agreements, through GALI funding, with Labrador Campus and Yukon University for hosting of Fellows scheduled to conclude 09/27).

UArctic leadership participating in the meeting

Brief bios available through the link below

Lars Kullerud, President, UiT The Arctic University of Norway
Jouko Niinimaki, Executive Vice-President, University of Oulu
Outi Snellman, Secretary General, University of Lapland

002-17-465-26

Briefing note for the Chancellor, President and Board of Regents Chair
Illuminate Live Finals
Shining a light on innovative ideas led by women and gender-diverse students

PURPOSE

The purpose of this note is to inform the president about the third annual Illuminate finals being held in CSF-1302 (off the Blue Whale Atrium) on Wednesday, Nov. 5, 2025 from 4-6 p.m.

BACKGROUND

Illuminate 2025 is an exciting program organized by the Memorial Centre for Entrepreneurship (MCE). It's an entrepreneurial training program for women and gender-diverse students that includes training, skill development, networking and mentoring. The program culminates in a staged pitch competition and live finals for five to six Illuminate participants.

Illuminate was created to showcase and support innovative ideas led by women and gender-diverse students at Memorial University in an effort to improve gender equity in entrepreneurship and innovation. Recognizing that a significant percentage of business ideas from women and gender-diverse students don't involve tech or qualify as having high-growth potential, Illuminate aims to help the MCE expand its outreach beyond high-tech growth.

Illuminate engages with women and gender-diverse students through inclusive programming to encourage them to find or pursue an entrepreneurial idea or make progress on an existing startup. It invites them to become part of a welcoming community of entrepreneurial students and mentors.

The event was created in 2023 following reflection on MCE programming and a recognition that participation had, to that date, been male-dominated. This includes the Mel Woodward Cup (MWC), the finalists for which have been predominantly male in spite of having targeted awards to attract women and gender-diverse students.

Illuminate participants receive one-on-one coaching from a woman startup coach; group training sessions on topics related to starting a business; an online Slack community to share ideas and connect with other students; and a final pitch competition to showcase ideas and the opportunity to win cash prizes valued at nearly $10,000. The grand prize winner also receives in-kind prizes to help further develop the start-up venture.

Students may avail of the training, coaching and community without having to participate in the pitch competition.

The event will also be live-streamed using WebEx for the online audience.

002-17-465-26

KEY MESSAGES

Illuminate aims to inspire and enable women and gender-diverse students at Memorial to pursue entrepreneurship and to grow their businesses in Newfoundland and Labrador.

Illuminate is an investment in women and gender-diverse Memorial University students who have innovative business ideas.

Illuminate aims to foster increased interest in entrepreneurship and to connect entrepreneurial women and gender-diverse students with the entrepreneurial community in Newfoundland and Labrador and beyond.

MCE aims for Illuminate to become a pipeline to increase women and gender-diverse applicants at the Mel Woodward Cup pitch competition.

Illuminate was created through brainstorming with local women and gender-diverse individuals, including MCE staff, current and former entrepreneurial work term students and eco-system partners.

MAIN FACTS

This is the third Illuminate competition.

Sixty-five students took part in Illuminate programming this year. Seventeen entered the competitive stream with five finalists selected to compete at the live finals. The finalists represent the faculties of Business Administration, Engineering and Applied Science, and Science.

The grand prize winner will receive $5,000 and five hours of mentoring from a prominent women or gender-diverse leader.

Award sponsors include: Newfoundland and Labrador Organization of Entrepreneurs (NLOWE) (runner-up); Clearpath Leadership (third place); Centre for Social Enterprise (Social Impact Award); and Genesis (Community Choice Award).

In-kind prize supporters are Gardiner Centre and Susan Norman, partner, Stewart McKelvey.

Since its inception, 168 female and gender-diverse students have participated in Illuminate programming.

ABOUT THE MCE

The MCE, based at St. John's campus, promotes entrepreneurship, supports students, faculty and staff to develop their start-up ideas, and contributes to the development of an attractive entrepreneurial ecosystem in Newfoundland and Labrador. It was founded through a partnership of the Faculty of Business Administration and Faculty of Engineering and Applied Science. In 2025-2026, the MCE marks its 10th anniversary. A timeline of highlights from its first decade is available here.

002-17-465-26

The MCE has received notable awards during its first 10 years including GlobalNL's inaugural Community Impact Award (2020) and twice being named one of the top emerging entrepreneurship centres in the world by the Global Consortium of Entrepreneurship Centres (2019 and 2020).

002-17-465-26

POLICY DEVIAION REQUEST
July 10, 2025

BRIEFING NOTE – APPOINTMENT OF DIRECTOR OF FACILITIES & ANCILLARY SERVICES FOR GRENFELL CAMPUS

ISSUE
Requesting a policy deviation from the Recruitment and Selection of Non-Academic Employees Policy

BACKGROUND
On July 1, 2022 Rayna Luther, wo previously served as Director of Facilities & Ancillary Services (S98384) at Grenfell Campus accepted a permanent position as Assistant Vice President (AVP) of Facilities at Memorial University, St. John's Campus. [redacted] s. 40 (1)

[redacted]

s. 40 (1)

Beginning July 1, 2022 Kevin Garnier was [redacted] position of Operations Manager (S03168) at Grenfell Campus and appointed as Interim Director Facilities and Ancillary Services. On December 17, 2024 approval was given from the President to extend Kevin in the role if Interim Director of facilities and Ancillary Services until January 2, 2026. Kevin's letter of appointment into the Director of Facilities & Ancillary Services notes that his [redacted] s. 40 (1)
Kevin's Operations Manager position was filled contractually from September 2022 to August 2024 however has been vacant that contract expired on August 30, 2024.

In December 2024 all Units, Departments and Schools were required to complete a review of operations identifying potential efficiencies aimed at reducing salary and operating budgets.

As previously mentioned, Kevin Garnier's Operations Manager position has been vacant since September 1,2024 as Kevin has been fulfilling the role of Director Facilities & Ancillary. [redacted] s.32 (a), s. 40 (1)

[redacted] s. 29 (1) (a)

[redacted] s. 35 (1) (c), s. 29 (1) (a)

002-17-465-26

RECOMMENDATION TO VP – FINANCE & ADMINISTRATION

[redacted]

s. 29 (1) (a)

COMMUNICATION CONSIDERATIONS

The appropriate units will be informed of the decision.

Sponsor:

Ken Jacobsen
Interim VP (Grenfell Campus)

002-17-465-26

Briefing Note: Fraunhofer visit February 25-26, St. John's

Background

s. 29 (1) (a)

[redacted]

[redacted] s. 29 (1) (a)

[redacted] s. 29 (1) (a)

Key Achievements

- [redacted] s. 29 (1) (a)
- [redacted]
- [redacted] s. 29 (1) (a)
- [redacted]
- [redacted]
- [redacted] s. 29 (1) (a)

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s. 29 (1) (a)

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- Received an invitation from the President of the University of Braunschweig to meet with Dr. Janet Morrison at Hannover Messe April 20-24. s. 29 (1) (a)

Fraunhofer visit

On February 25-26, Fraunhofer will visit St. John's. The visitors include:

- Dr. Christopher Hebling - Director International, Fraunhofer Institute for Solar Energy Systems (ISE)
- Robert Szolak - Head of Department Sustainable Synthesis Products ISE
- Dr. Chris Hank -Team Lead Techno-Economic and Sustainability Assessment - Hydrogen Technologies Division ISE

[redacted]

[redacted] s. 29 (1) (a)

[redacted]

002-17-465-26

Briefing Note

To: Dr. Janet Morrison, President and Vice-Chancellor
Dr. Jennifer Lokash, Provost and Vice President (Academic)

From: Dr. Stuart Carney, Dean; and Mr. Paul Tucker, COO (Faculty of Medicine)

Subject: Memorial University/University of Prince Edward Island Partnership

Purpose:
To provide an update on the Regional Campus and University of Prince Edward Island's proposed next steps to establish an accredited medical school by 2029.

Background

- Memorial University is partnering with University of Prince Edward Island (UPEI) to help nurture a sustainable supply of physicians for Prince Edward Island (PEI).
- The Memorial University's Regional Campus is the first stage of this partnership.
- [redacted]
- [redacted] s. 29 (1) (a)

Regional Campus

- Memorial University's Faculty of Medicine opened a regional campus on PEI in September 2025. This campus has 20 students in the inaugural class (with a total enrolment expected at 80 students). These students are receiving their in-class learning remotely from Memorial's St. John's Campus and their simulation and anatomy teaching at the PEI Regional Campus.
- Admissions and student support is provided by staff and faculty at Memorial's St. John's campus.
- Dr. Peter MacPherson has been appointed Associate Dean for the PEI Regional Campus. He reports to Dr. Stuart Carney. Dr. MacPherson is supported by four Memorial appointed faculty leads, and UPEI support staff.
- Raelene Lee, Associate General Legal Counsel, [redacted] s. 29 (1) (a)
- **Governance –** To streamline the governance arrangements for the PEI Regional Campus, it has been agreed that the PEI Regional Campus working group and other internal Memorial Faculty of Medicine committees should be disbanded and replaced by a PEI Regional Campus Committee. Dr. Peter MacPherson has drafted Terms of Reference, and this committee will advise the Dean about budget and risk

management. It will also provide reports to Faculty Council and any future strategic group established to oversee the MUN-UPEI Partnership.

- [redacted] s. 29 (1) (a)

[redacted] s. 29 (1) (a), s. 35 (1) (c)

- **Risks -** [redacted] s. 29 (1) (a)

Development of a UPEI Medical School

- Over the last two months, colleagues from the Faculty of Medicine and UPEI have been exploring options for the next stage of the partnership. [redacted] s. 29 (1) (a)
- UPEI intends to submit a Letter of Intent to CACMS to offer a medical program. Subject to accreditation, the earliest that UPEI might be able to admit medical students would be 2029.
- [redacted] s. 29 (1) (a)

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s. 29 (1) (a), s. 35 (1) (d)

- [redacted]
- [redacted]

- **Next steps:**
  - Notification from UPEI to CACMS of their intention to establish a medical school.
  - Development of a Memorandum of Understanding between both Universities, PEI government and Health PEI with a Joint Strategic Committee including representation from the partners.
  - [redacted]
  - [redacted]

s. 29 (1) (a)

002-17-465-26

BRIEFING NOTE

Subject: Proposed Agenda for President & Vice-Presidents Planning Session – Priority Alignment & Resourcing

Prepared for: President and Vice-Presidents

Prepared by: Jordan Wright

Date: March 20, 2026

Purpose

[redacted] s. 29 (1) (a), s. 35 (1) (d)

Background

s. 29 (1) (a), s. 35 (1) (d)

[redacted]

DRAFT

002-17-465-26

Proposed Agenda – PVP Planning Day – March 24, 2026

Theme: [redacted] s. 29 (1) (a)

Time	Agenda Item	High-Level Description	Intended Outcomes
11:00 – 11:10	**Opening:** [redacted] *(President)*	[redacted]	
11:10 – 12:15	**Block 1 —** [redacted]		
12:15 – 12:55	**Lunch**		
12:55 – 1:15	**Block 2 —** [redacted]		
1:15 – 2:25	**Block 3 —** [redacted]		
2:25 – 2:35	**Break**	—	—
2:35 – 3:45	**Block 4 —** [redacted]		
3:45 – 4:20	**Block 5 — Draft** [redacted]		
4:20 – 4:30	**Closing: Leadership Commitments** [redacted]		

002-17-465-26

Expected Session Deliverables

[redacted] s. 29 (1) (a)

By the end of the session, the Executive Team will have:

[redacted] s. 29 (1) (a)

DRAFT

002-17-465-26

s. 29 (1) (a), s. 35 (1) (d)

Proposed [redacted] for MUN – Briefing Note

S. Imtiaz and S. Butt

April 13 2026

s. 29 (1) (a), s. 35 (1) (d)

Background and Current Status

[redacted]

Arc Flash Risk in Electrical Panels (Henrietta Harvey [redacted] s. 31 (1) (l) [redacted]

Issue

s. 31 (1) (l)

Arc flash study results have identified specific high-risk electrical panels [redacted] that cannot be safely operated or worked on while energized. In practical terms, certain breaker resets or panel work may require de-energizing the building, [redacted] s. 29 (1) (a), s. 31 (1) (l)

Key risks

- **Health and safety:** elevated risk of serious injury if energized work was attempted on identified panels; therefore access and operation must be tightly controlled. s. 29 (1) (a), s. 31 (1) (l)
- **Service continuity:** some electrical work will require de-energizing HH, [redacted]
- **Co-located partner impact:** ACENET is co-located in HH [redacted] s. 29 (1) (a), s. 31 (1) (l)

Actions completed to date

s. 29 (1) (a), s. 31 (1) (l)

- [redacted]
- FM has engaged a consultant to provide corrective actions to address HH.
- A committee will be formed (chaired by FM, with Health & Safety, the Manager, Risk and Insurance, and others as needed) to review the arc flash studies/reports, assess risks and mitigations, and monitor results as additional arc flash studies are completed. s. 29 (1) (a), s. 31 (1) (l)
- [redacted] s. 29 (1) (a) [redacted] s. 29 (1) (a), s. 31 (1) (l)
- Regular update meetings are occurring between the VPFA, AVP Facilities, and the CIO.
- The VPFA has provided regular updates to the President.

002-17-465-26

Briefing Note

Subject: Status and Governance of the School of Music
Purpose: To prepare the President and Provost for a meeting with local music organizations [redacted] s. 29 (1) (a)

Issue

[redacted] s. 29 (1) (a)

Background and Historical Context

The School of Music was established as a department in the early 1970s and achieved School status in 1985, coinciding with the opening of its dedicated facility (DF Cook Hall). Since that time, it has operated with a Director/Dean equivalent, reporting through senior academic leadership. The School has consistently maintained close, reciprocal relationships with the provincial music community.

These relationships include:

- **Performance and professional pipelines** with organizations such as the Newfoundland Symphony Orchestra, which regularly draws on undergraduate and graduate students to staff orchestra sections.
- **Music education across the province**, with the majority of school music teachers in Newfoundland and Labrador being graduates of Memorial's programs.
- **Community engagement and tourism**, including festivals (e.g., Rotary, Kiwanis) and regular performances hosted at DF Cook Recital Hall and Suncor Energy Hall, collectively attracting thousands of visitors annually.

The Dean of Music has historically played a visible public leadership role in advocating for provincial cultural funding and policy. The Dean also serves **ex officio on the Board of the Newfoundland Symphony Orchestra**, reinforcing a direct institutional link between Memorial and the province's flagship professional music organization. [redacted] s. 29 (1) (a)

Academic Programs and Disciplinary Considerations

The School offers a comprehensive suite of undergraduate and graduate programs, including:

- Undergraduate programs in performance, composition, musicology, and theory.
- Graduate programs introduced in 2002 (Master of Music), later expanding to MA and PhD programs in Ethnomusicology and the founding of the Memorial University Music and Audio Research Centre (MMAP).

- Music technology and interdisciplinary research, which have contributed to increased Tri-Council research funding but also added organizational complexity and cost.

[redacted] s. 29 (1) (a)

[redacted]

Faculty Complement and Cost Structure

Instruction in applied studies relies heavily on **one-to-one or very small-group teaching,** [redacted] s. 29 (1) (a) [redacted] As a result:

- Faculty have limited interchangeability across instrument groups.
- The School typically employs **one faculty member per instrument grouping,** [redacted] s. 29 (1) (a)
- While there is some duplication (e.g., two voice instructors), overall duplication is limited.

Instructional assignment data indicate that the School provides relatively few teaching remissions. Nonetheless, program delivery costs remain high due to individualized instruction [redacted] s. 29 (1) (a)

Organizational Capacity

Despite its pedagogical and operational complexity, the School of Music has **one of the smallest administrative complements** among St. John's-based faculties and schools. The School currently operates with:

- Minimal associate-dean support (intermittent and limited in scope).
- Several administrative functions funded through **one-time allocations,** [redacted] s. 29 (1) (a)

s. 29 (1) (a) [redacted] given the School's responsibilities as both an academic unit and a major performance venue, managing high-technology rehearsal and concert spaces that serve students, faculty, and the broader community.

[redacted] s. 29 (1) (a)

[redacted]

002-17-465-26

[redacted]

s. 29 (1) (a)

002-17-465-26

Appendix 1 – School of Music Longitudinal Data

- Source: Academic Unit Profile

Enrolment Trends

- Undergraduate enrolment has declined steadily over the past decade, from approximately 135 students in 2014 to 86 in 2025.
- Graduate enrolment (Master's and PhD) has remained comparatively stable, [redacted] s. 29 (1) (a)

Interpretation:

[redacted] s. 29 (1) (a)

Faculty Levels

- Permanent faculty FTE has declined from approximately 21–22 to under 18 by 2024–25.

Interpretation:

[redacted] s. 29 (1) (a)

Budget Trends

- Base budget levels have fluctuated modestly in nominal terms.
- One-time allocations have played a recurring role in supporting operations, particularly administrative staffing.

Interpretation:

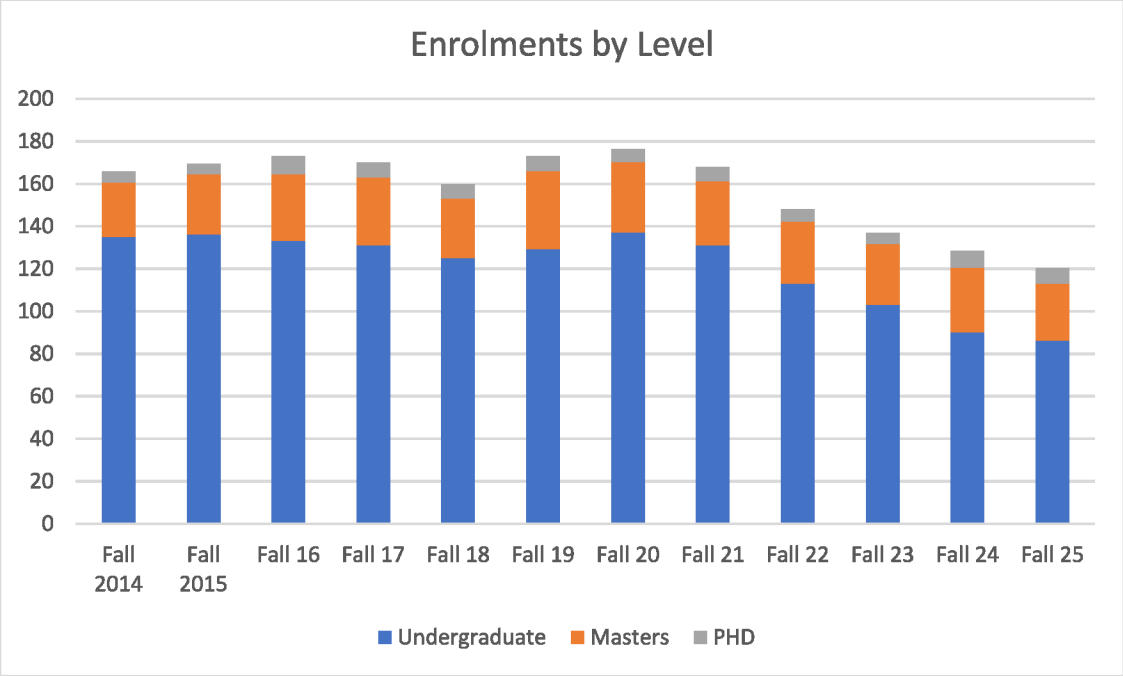
[redacted] s. 29 (1) (a)

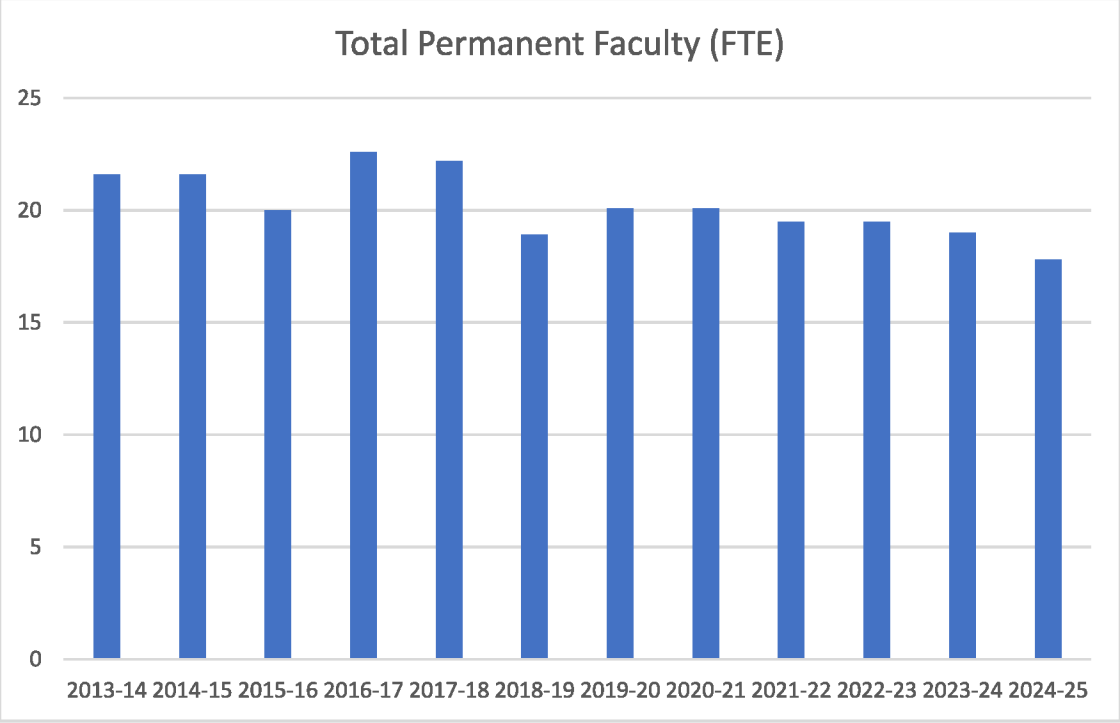
Student–Faculty and Budget–Student Ratios

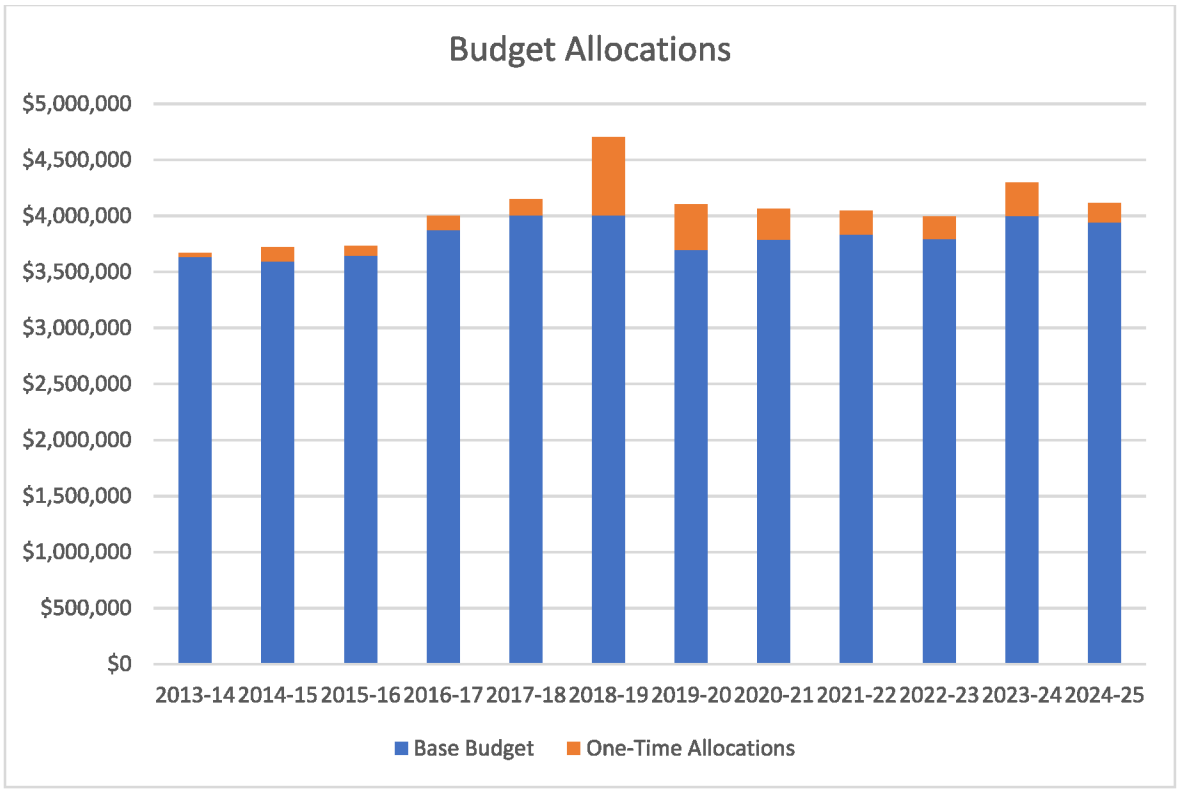
- Student–faculty ratios remain below 7:1, among the lowest at Memorial.
- Budget per student has increased significantly as enrolment has declined.

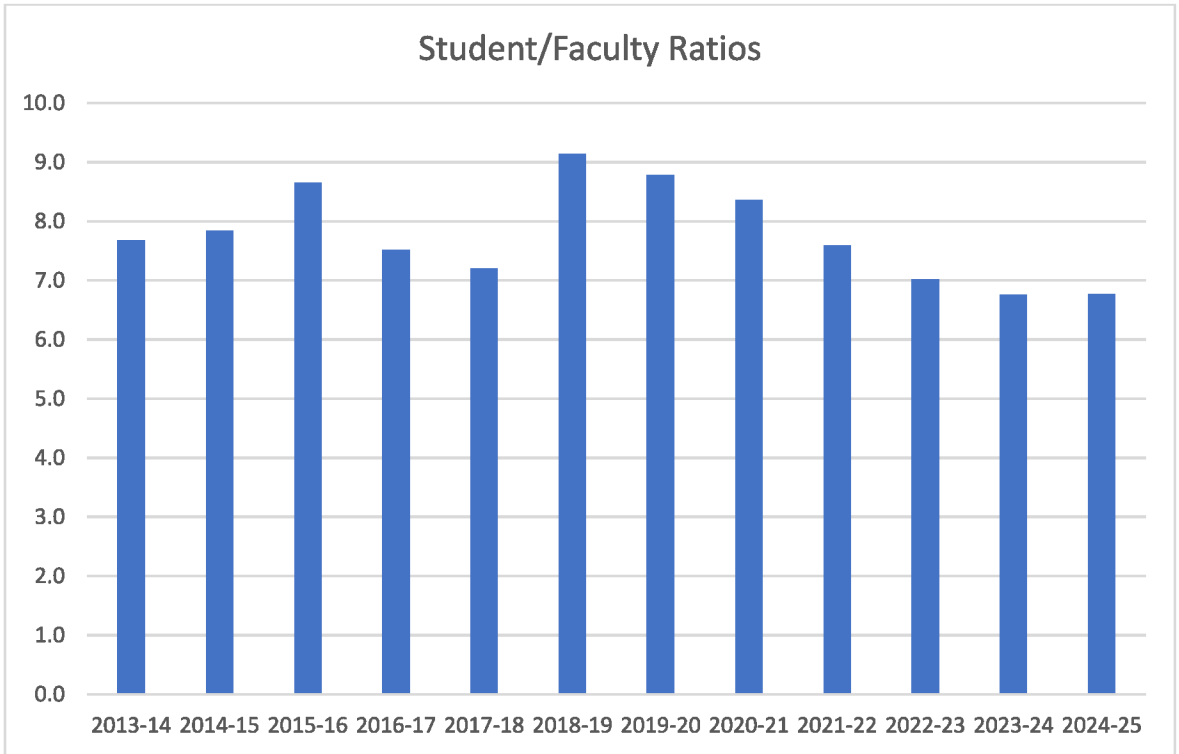
Interpretation:

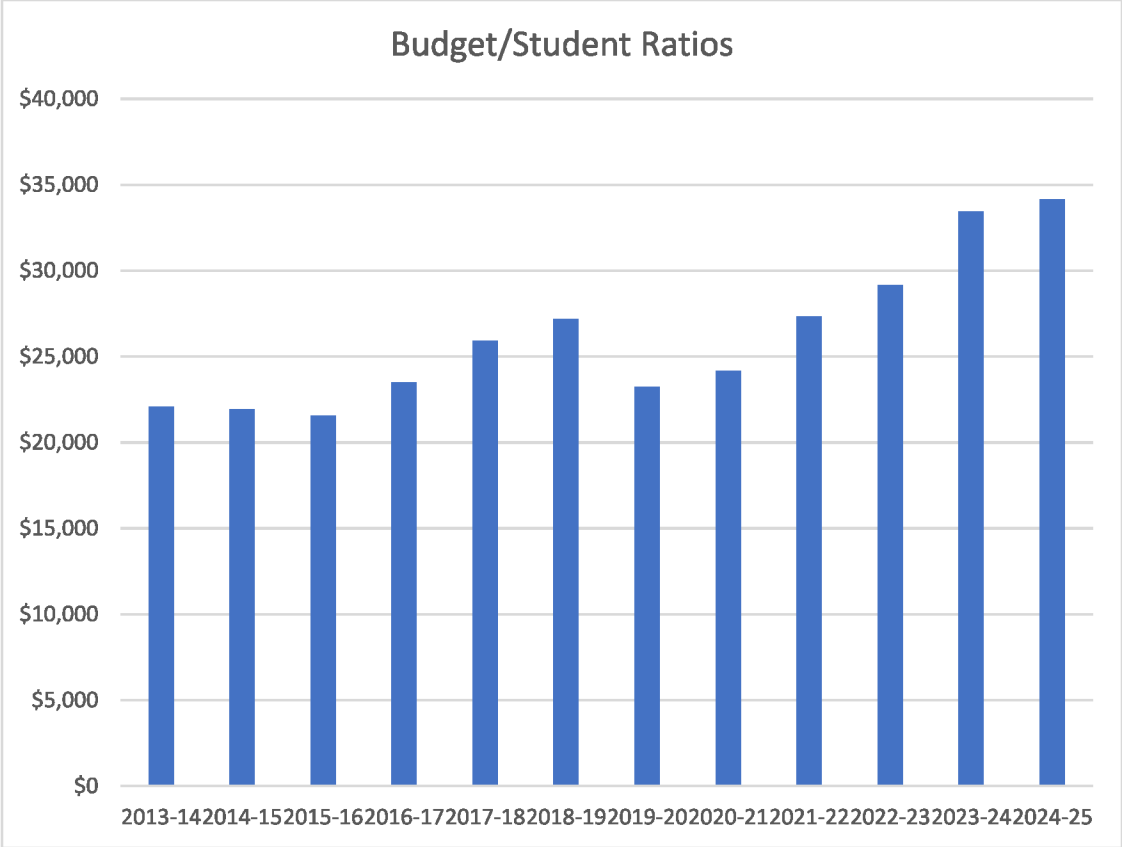
[redacted] s. 29 (1) (a)


Enrolments by Level
200
180
160
140
120
100
80
60
40
20
0
Fall 2014
Fall 2015
Fall 16
Fall 17
Fall 18
Fall 19
Fall 20
Fall 21
Fall 22
Fall 23
Fall 24
Fall 25
Undergraduate
Masters
PHD


Total Permanent Faculty (FTE)
25
20
15
10
5
0
2013-14
2014-15
2015-16
2016-17
2017-18
2018-19
2019-20
2020-21
2021-22
2022-23
2023-24
2024-25


Budget Allocations
$5,000,000
$4,500,000
$4,000,000
$3,500,000
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
2013-14 2014-15 2015-16 2016-17 2017-18 2018-19 2019-20 2020-21 2021-22 2022-23 2023-24 2024-25
Base Budget
One-Time Allocations


Student/Faculty Ratios
10.0
9.0
8.0
7.0
6.0
5.0
4.0
3.0
2.0
1.0
0.0
2013-14 2014-15 2015-16 2016-17 2017-18 2018-19 2019-20 2020-21 2021-22 2022-23 2023-24 2024-25


Budget/Student Ratios
$40,000
$35,000
$30,000
$25,000
$20,000
$15,000
$10,000
$5,000
$0
2013-14
2014-15
2015-16
2016-17
2017-18
2018-19
2019-20
2020-21
2021-22
2022-23
2023-24
2024-25

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Appendix 2 – Comparative Data (2024-25)

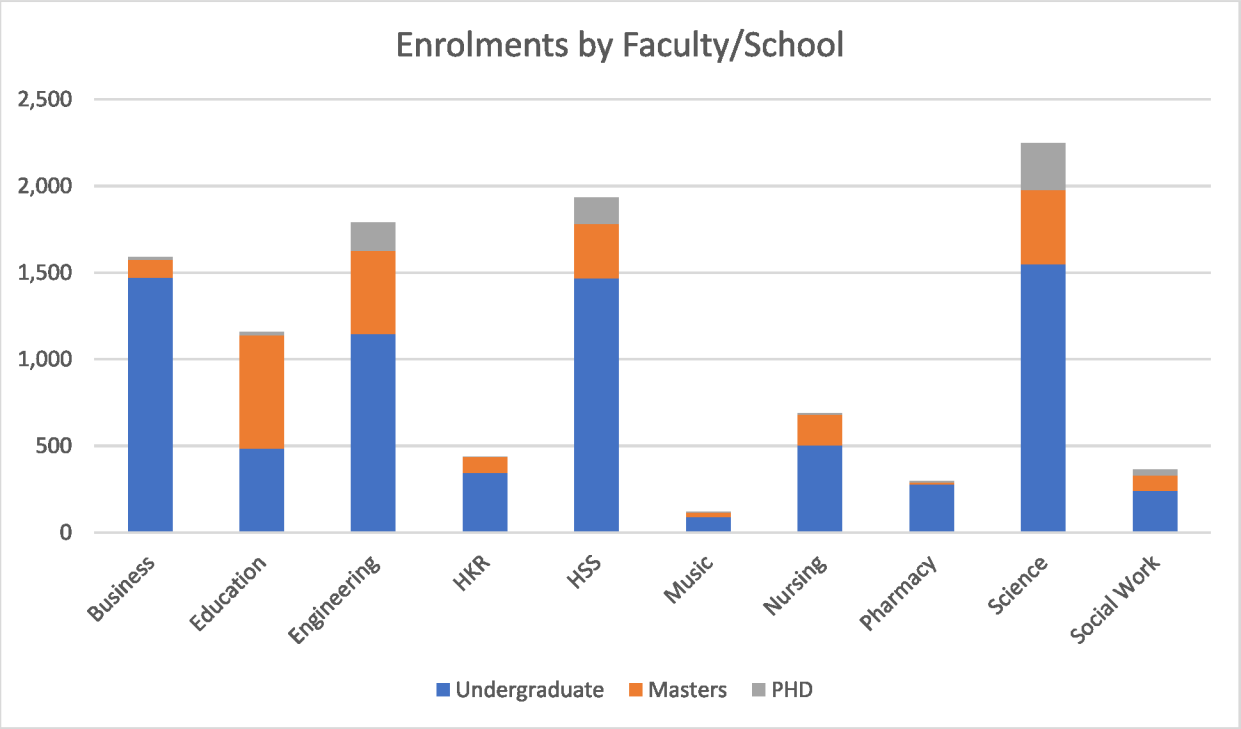
- **Source: Academic Unit Profile**

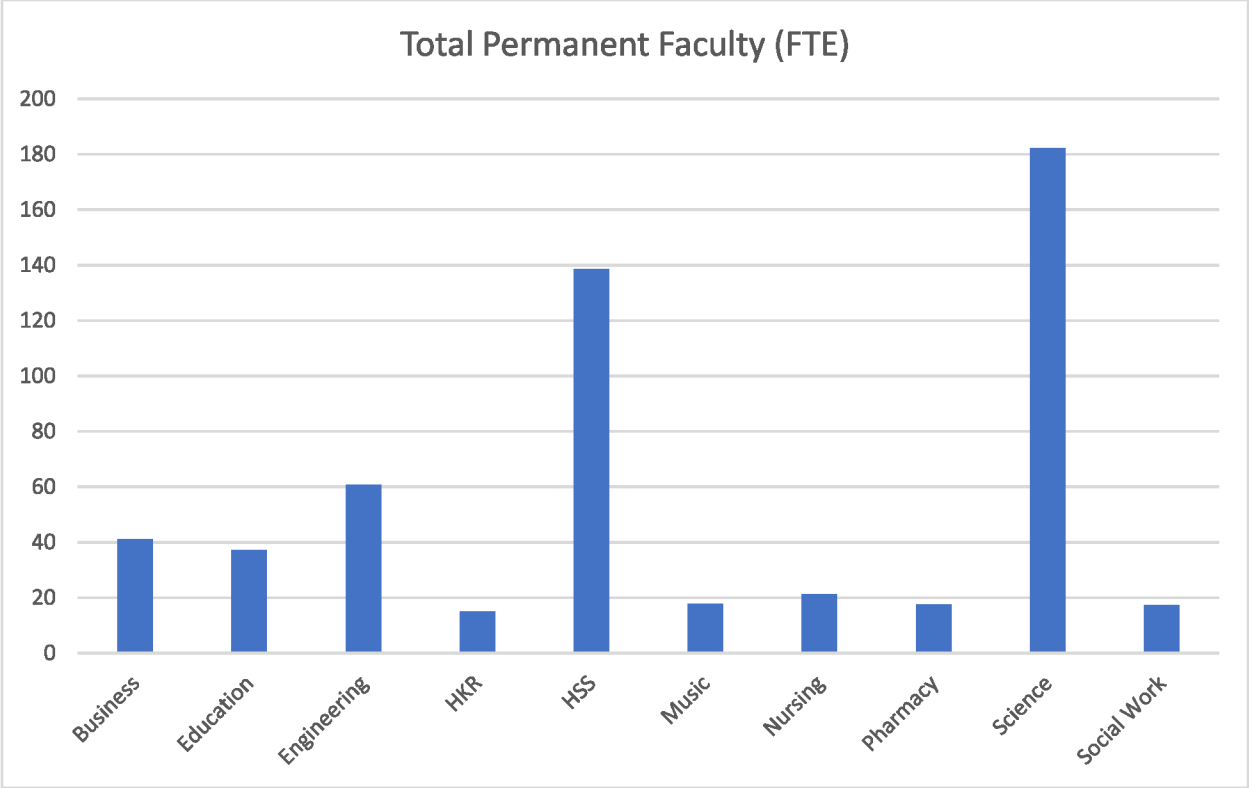
Compared with other faculties and schools:

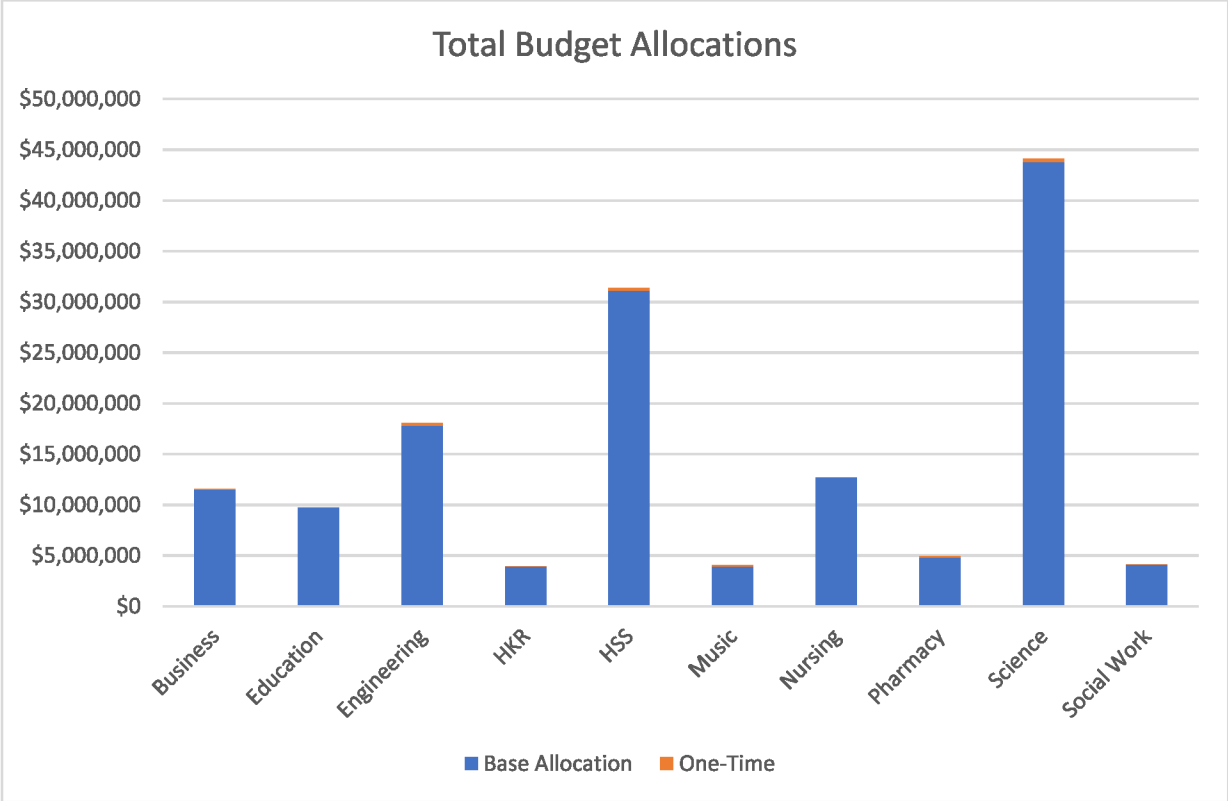
- Music has by far the **lowest student-to-faculty ratio**.
- Music's **budget-per-student** is the highest at Memorial, [redacted] s. 29 (1) (a)

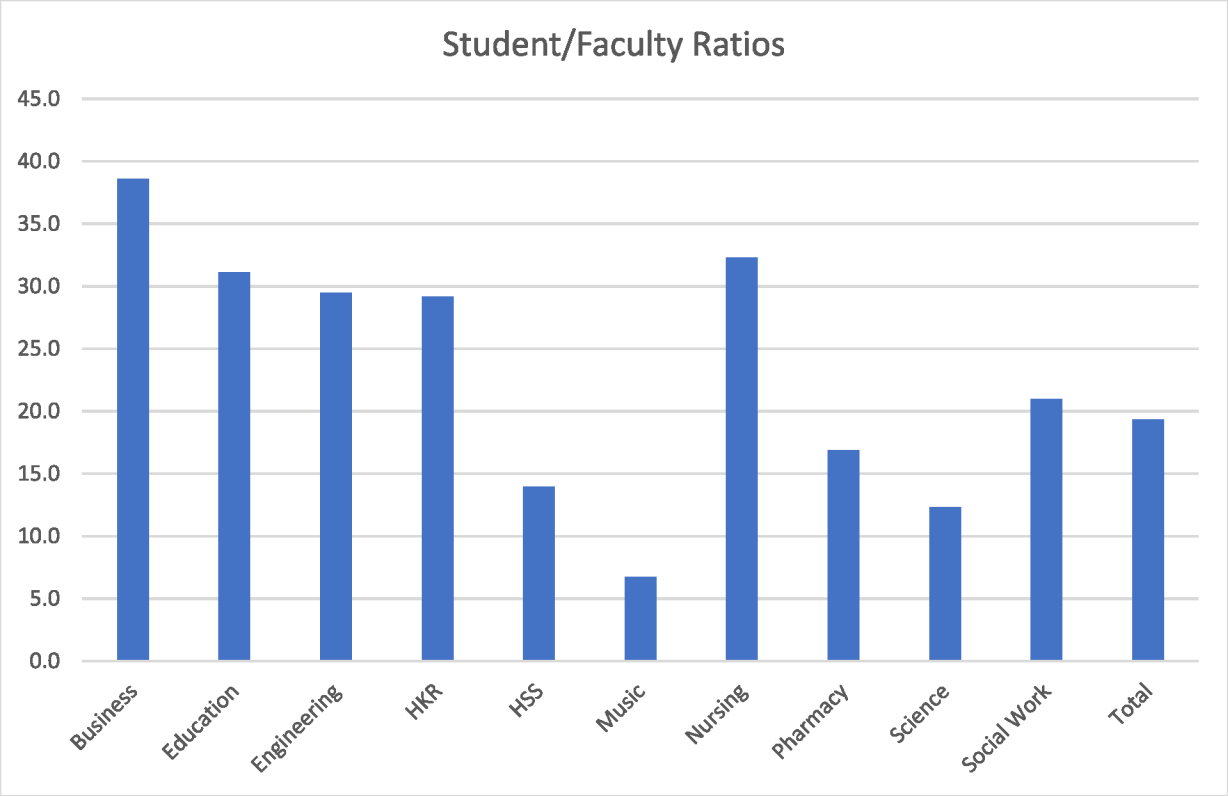
Interpretation:

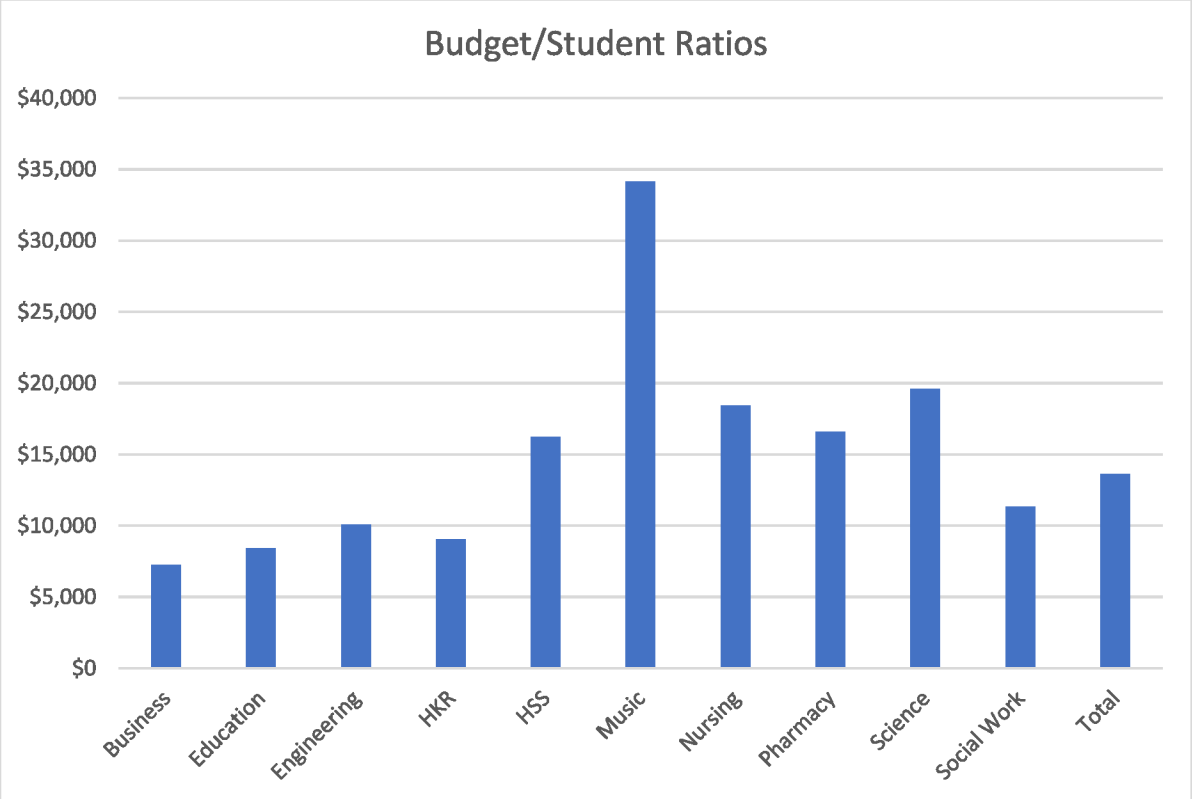
[redacted] s. 29 (1) (a)




Total Permanent Faculty (FTE)
200
180
160
140
120
100
80
60
40
20
0
Business
Education
Engineering
HKR
HSS
Music
Nursing
Pharmacy
Science
Social Work


Total Budget Allocations
$50,000,000
$45,000,000
$40,000,000
$35,000,000
$30,000,000
$25,000,000
$20,000,000
$15,000,000
$10,000,000
$5,000,000
$0
Business
Education
Engineering
HKR
HSS
Music
Nursing
Pharmacy
Science
Social Work
Base Allocation
One-Time


Student/Faculty Ratios
45.0
40.0
35.0
30.0
25.0
20.0
15.0
10.0
5.0
0.0
Business
Education
Engineering
HKR
HSS
Music
Nursing
Pharmacy
Science
Social Work
Total


Budget/Student Ratios
$40,000
$35,000
$30,000
$25,000
$20,000
$15,000
$10,000
$5,000
$0
Business
Education
Engineering
HKR
HSS
Music
Nursing
Pharmacy
Science
Social Work
Total

10

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MEMORIAL UNIVERSITY

OFFICE OF THE VICE-PRESIDENT
(RESEARCH AND INNOVATION)

Briefing Note

Introduction

The Canada Foundation for Innovation (CFI) is a non-profit corporation that invests in research infrastructure at Canadian universities, colleges, research hospitals and non-profit research institutions.

Since its creation in 1997, the CFI has supported researchers with the cutting-edge facilities, laboratories and equipment they need to push the frontiers of knowledge in all disciplines, to discover and to innovate. This has allowed Canada's bright minds to contribute to creating a better world, with evidence-based policy-making, better health outcomes, a cleaner, greener environment, more vibrant cultures and more competitive Canadian businesses.

Its mandate is to increase the capability of Canada's universities, colleges, research hospitals and non-profit research organizations to carry out high quality research by investing in research infrastructure.

Dr. Sylvain Charbonneau is the President and CEO of the CFI, while Christine Aquino is Vice President of External Relations and Communications. More details on CFI's Executive team are available here.

CFI investments at Memorial University

Since its inception, CFI has invested nearly $80 million into Memorial University across 193 projects such as Artificial Intelligence, North Atlantic archaeology, ocean mapping, human genetics, fish genomics, musical performance and green chemistry.

MEMORIAL UNIVERSITY
OFFICE OF THE VICE-PRESIDENT (RESEARCH AND INNOVATION)

Briefing Note

CFI's funding opportunities include the John R. Evans Leaders Fund (JELF), which is a critical strategic investment tool designed to help institutions attract and retain the very best of today's and tomorrow's researchers. Funding provided to institutions through the JELF helps institutions recruit and retain outstanding researchers by acquiring the tools that enable their innovative work, and by offering research support that, when combined with research support from partner organizations, is highly competitive.

Recent projects for which Memorial has secured CFI JELF funding include:

Dr. Hilary Corlett, Project Leader, and Dr. Eric Thiessen, Department of Earth Sciences, Faculty of Science	$100,709 for *Atlantic Canada Lapidary and Sample Preparation Facility*.
Dr. Xianta Jiang, Project Leader, and Dr. Vinicius Prado da Fonseca, Department of Computer Science, Faculty of Science, and Dr. Ting Zou, Department of Mechanical and Mechatronics, Faculty of Engineering and Applied Science	$98,515 for *Artificial Intelligence (AI) for Precise and Natural Assistive Robotic Manipulation*.
Dr. Katleen Robert, Canada Research Chair in Ocean Mapping, School of Ocean Technology, Marine Institute	$75,000 for *4D Oceans Benthic Imagery*.
Dr. Heather Reader, Canada Research Chair in Chemistry of the Ocean and Atmosphere, Department of Chemistry, Faculty of Science	$75,000 for *Laboratory for Marine Blue Carbon Analysis*.
Dr. Octavia Dobre, Canada Research Chair in Ubiquitous Connectivity, Department of Electrical and Computer Engineering, Faculty of Engineering and Applied Science	$78,655 for *Advanced Aerial Communications, Sensing and Computing Laboratory*.
Dr. Shyamchand Mayengbam, Project Leader, Department of Biochemistry, Faculty of Science Dr. Kapil Tahlan, Department of Biology, Faculty of Science, and Dr. Guangju Zhai, Division of BioMedical Sciences, Faculty of Medicine	$459,701 for *A Multidisciplinary Systems Metabolomics Research Laboratory*.
Dr. Angela Carter, Canada Research Chair in Equitable Energy Governance and Public Policy, Department of Political Science, Faculty of Humanities and Social Sciences	$19,020 for *Equitable Transition Collaboration Laboratory*.

MEMORIAL UNIVERSITY
OFFICE OF THE VICE-PRESIDENT (RESEARCH AND INNOVATION)

Briefing Note

Two examples of recent CFI investments at Memorial

Note: representatives from CFI will tour these two areas during their visit on May 20.

1. **Atlantic Canada Environmental and Sustainable Chemistry Centre (ACESCentre)**

2019 CFI Innovation Fund - $6.96M CFI funding, $17.4M total

Project Leaders: Dr. Chris Kozak (Chemistry, Memorial University) and

Dr. Christa Brosseau (Chemistry, Saint Mary's University).

ACESCentre addresses sustainable resource development, creating a critical mass of infrastructure and expertise in Atlantic Canada that enables researchers to study, characterize, and transform natural and waste resources into value-added products while improving environmental stewardship.

Collectively, this infrastructure enables **world-class capabilities in environmental monitoring, materials development, and sustainable process innovation**, far exceeding what individual laboratories could support.

At Memorial, ACESCentre has a core team centred in Chemistry, Ocean Sciences, and Process Engineering, along with a broad user base in Earth Sciences, Biochemistry, Physics, Engineering, and other fields. Research is organized around four integrated themes:

1. **Biomass utilization** (fuels, chemicals, materials from land- and ocean-derived sources)
2. **Catalysis & separations** (conversion of CO_2, hydrocarbons to higher-value products)
3. **Environmental chemistry** (pollution prevention and degradable materials)
4. **Analytical chemistry & monitoring** (industrial and ocean/environmental sensing, analysis)

These themes align closely with regional priorities, including fisheries, aquaculture, natural resources, and environmental protection. The purpose is to develop sustainable

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materials and processes, improve environmental monitoring and protection, support innovation in resource-based sectors, and train highly qualified personnel.

Research Infrastructure

The majority of ACESCentre's awarded infrastructure is housed in Memorial's **Core Science Facility (CSF)**, with complementary capacity located at Saint Mary's University. Much of Memorial's infrastructure is heavily integrated with the **Core Research Equipment and Instrument Training (CREAIT) Network**.

Major infrastructure components include:

[redacted] s. 35 (1) (b)

2. C-CART NMR Spectroscopy Suite: 500 and 600 MHz NMR spectrometers – new 500 MHz system, upgrades to existing systems, new probes, and automation capabilities

3. Chromatography–Mass Spectrometry Suite: GC-MS Q-TOF, LC-MS Q-TOF, UPLC/UV/DAD systems, Microwave Plasma Atomic Emission Spectrometer

4. Materials Characterization Suite: Comprehensive tools for chemical and materials analysis and testing; photochemistry and spectroscopy; reactors and flow chemistry systems, and solvent-free synthesis; photochemistry; electrochemistry.

5. Ocean Chemistry Laboratory Suite: CH_4/CO_2 isotope spectrometry, real-time ocean monitoring, fluorometers and gas chromatography for marine chemical analysis

6. Partner Infrastructure (SMU): GC-MS, LC-MS, and ICP-MS systems to expand regional capacity

MEMORIAL UNIVERSITY
OFFICE OF THE VICE-PRESIDENT (RESEARCH AND INNOVATION)

Briefing Note

2. Harsh Environment Research Facility (HERF)
2017 CFI Innovation Fund - $6.78M CFI funding, $16.9M total

Project Leader: Dr. Yuri Muzychka (Engineering, Memorial)

Other key researchers: Drs. Rocky Taylor, Bruce Quinton (Engineering, Memorial)

Key Strategic Partner: NRC's Ocean, Coastal and River Engineering (OCRE)

Partners: GovNL, ACOA, Cenovus Energy, York University

HERF is a world-class, multi-purpose, purpose-built 2,500 sq ft. experimental facility that addresses challenges in operations in cold ocean and severe weather environments. It simulates coupled wind, wave, ice, and spray conditions, enabling it to simulate both saltwater and atmospheric icing processes simultaneously - a globally unique capability critical for studying marine icing phenomena. No other research facility is known that combines marine icing, atmospheric icing, ice mechanics, and ice–structure interaction testing within a single integrated platform.

HERF enables leading-edge research on marine and atmospheric icing, wind loading, and winterization of infrastructure; ice–structure interactions; and ice management, safety, and engineered surface technologies. By allowing researchers to generate realistic, large-scale data under controlled but extreme conditions, HERF enables advances in the safe design and operation of marine vessels, offshore structures, and energy systems in harsh environments, and supports sectors such as offshore energy, shipping, aerospace, and renewable energy.

This partnership model integrates academic, government, and industry expertise, ensuring the facility addresses real-world challenges in ocean industries and Arctic development.

Core infrastructure components include:

1. Icing Wind Tunnel over Wave Basin

- Controlled air temperature and wind speeds, spray generation, and wave action
- Supports both marine spray icing and atmospheric icing studies

2. Shallow Test Basin / Wave Tank

- Ice ramming, wave–structure interactions, ice rubble formation; saltwater and freshwater

3. Ice–Structure Testing Systems

- Sliding load apparatus, high-impact indentation for collision, grounding, ice loading studies

4. Advanced Materials and Mechanics Testing

- 6-axis planar biaxial testing system for ice mechanics and structural response

5. Controlled Thermal Environments

- Multi-compartment thermal control for ice prep, storage, and testing at varied temps

Collectively, these systems enable controlled replication of icebergs, sea ice, freezing spray, high winds, waves, and freezing precipitation, allowing integrated, full-system testing not achievable elsewhere in Canada and beyond.

HERF is a globally unique, integrated research facility that positions Memorial University and Canada as leaders in harsh environment engineering and Arctic research. By combining large-scale experimental infrastructure with strong academic, government, and industry partnerships, HERF:

- Addresses critical safety and design challenges in marine, energy, and infrastructure sectors
- Supports innovation in the blue economy and Arctic development
- Provides essential data for engineering design standards under extreme conditions
- Enhances Canada's capacity for world-class research in cold ocean and icing environments

For CFI and Memorial leadership, HERF demonstrates the transformative impact of strategic infrastructure investment in enabling unique research capabilities with strong national and global relevance.

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Briefing Note: Meeting with Corner Brook Pulp and Paper, May 13th 3:30pm

Purpose

To provide an overview of the Kruger owned Corner Brook Pulp and Paper Mill (CBPPL), its relationship with Memorial University (Grenfell Campus), [redacted] [redacted] s. 29 (1) (a)

Background

CBPPL is a cornerstone of the Western Newfoundland economy, supporting 250 jobs in the mill, similar number in forestry operations, and another 500 direct/indirect in the province's three integrated sawmills. Grenfell Campus has developed alongside the forest industry, with strong academic programming in environmental science, resource management, and sustainability. The Centre for Research and Innovation is a core collaboration between Grenfell and CBPPL with CBPPL owning the building and covering operational costs.

CBPPL's industrial energy transformation is a $700M in modernization, including a wind farm, biomass-to-energy development, and increases to Deer Lake and Watsons Pond hydro capacity. [redacted] s. 29 (1) (a), s. 35 (1) (d)

[redacted]

History of Partnership

Collaboration between Grenfell Campus, the College of the North Atlantic, and CBPPL has grown significantly in recent years. Over six million in funding applications have flowed through Grenfell Campus from mill related research including the development of the Centre for Research and Innovation (CRI). The CRI supports applied research, workforce development, and entrepreneurship. Additional collaborations have included research into mill by-products, including wood ash and sludge reuse, [redacted] s. 29 (1) (a)

[redacted]

Current Developments

[redacted] s. 29 (1) (a), s. 35 (1) (d)

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s. 29 (1) (a), s. 35 (1) (d)

Strategic Opportunities

[redacted]

s. 29 (1) (a)

There are two upcoming visits to Corner Brook [redacted]

- University of Quebec at Trois Rivieres (UQTR): UQTR has two Kruger plants in their region and discussions are proceeding on meeting in Corner Brook in early June. UQTR has long standing research collaborations and research investments from Kruger. These discussions will include UQTR's Environment Biotechnology industrial chair connected to the pulp and paper industry and Kruger's VP Research and Innovation.
- Dr. Christopher Hebling of Fraunhofer's renewable energy campus in Freiburg will be in Corner Brook June 15 connected to the Canadian Rural Revitalization conference (June 16-18), and discussions with CBPPL, Qalipu and CNA are planned.

Dr. Russell and Memorial researchers will be invited to these meetings.

Conclusion

The Corner Brook Pulp and Paper Mill is a vital economic and industrial partner in Western Newfoundland. [redacted]

s. 29 (1) (a)

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Briefing Note for President Morrison

Re: Letter to Charles (Hee Cheul) Kim, Chief Executive Officer, Hanwha Ocean

Purpose s. 29 (1) (a)

[redacted]

Event Information for Reference

Innovation Day – Victoria, BC

- **Date:** May 25, 2026
- **Time:** 13:00–17:00 (tentative)

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- **Purpose:** Partnership development, MOU activities, and introduction of the Hanwha Arctic & Defence Innovation Centre (HADIC)

Korea-Canada Joint R&D Workshop – Ottawa

- **Date:** May 26, 2026
- **Time:** 13:00–17:00 (tentative)
- **Venue:** The Westin Ottawa
- **Topics:** HADIC overview, panel discussions, technical presentations, and future collaborative R&D opportunities

Background: The Hanwha Arctic & Defence Innovation Centre (HADIC) is a proposed collaborative research and innovation initiative intended to strengthen Korea–Canada cooperation in Arctic, marine, and defence-related technologies. HADIC is envisioned as a platform to bring together universities, research organizations, industry partners, and government stakeholders to advance joint R&D, technology development, workforce training, and innovation in areas such as Arctic operations, shipbuilding, autonomous systems, maritime security, harsh environment technologies, and next-generation defence capabilities. Hanwha Ocean has emphasized that HADIC is intended to serve as a long-term, collaborative innovation framework supporting Canada's marine and defence ecosystem through sustained partnerships with Canadian industry, universities, and research institutions.

[redacted] s. 29 (1) (a)

[redacted] s. 29 (1) (a)

[redacted] s. 29 (1) (a)

[redacted] s. 29 (1) (a)

[redacted] s. 29 (1) (a), s. 35 (1) (d)

[redacted] s. 29 (1) (a)

Hanwha Ocean has emphasized the importance of long-term collaboration in Canada through partnerships with more than 45 Canadian companies and 10 universities and agencies. Hanwha has also highlighted the importance of collaborative engagement in shaping the future direction of HADIC and future joint research opportunities.

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MASS 2026 Invitation Opportunity

During a recent Memorial University–KRISO MOU signing event in Ottawa on May 6, 2026, Dr. Rocky Taylor spoke with **Glenn Copeland,** Managing Director & CEO, Hanwha Defence Canada

Mr. Copeland indicated that Hanwha plans to send a delegation to MASS 2026 (see below)

Maritime & Arctic Security & Safety (MASS) Conference 2026

- Dates: July 13–16, 2026
- Location: St. John's, Newfoundland and Labrador

s. 29 (1) (a)

[redacted]

Dr. Morrison noted potential availability during July 14-16 window for above meetings.

[redacted] s. 29 (1) (a), s. 31 (1) (l)

Recommendation: [redacted]

[redacted] s. 29 (1) (a), s. 31 (1) (l)

s. 29 (1) (a), s. 31 (1) (l)

[redacted]

Estimated cost [redacted]: s. 29 (1) (a), s. 35 (1) (d), s. 31 (1) (l)

[redacted]

[redacted] s. 29 (1) (a), s. 31 (1) (l)

Decision required*

[redacted]

s. 29 (1) (a), s. 31 (1) (l)

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Briefing Note
Linda Chaisson
Mayor, City of Corner Brook
Nov 19, 2025

Linda Chaisson is the newly elected Mayor for the City of Corner Brook (September 2025).

Born in the Codroy Valley and has been a resident and educator in Corner Brook for 40+ years.

Graduated from Memorial University with a Primary Education degree in [redacted] Completed a Masters of Education in Inclusive Education and in Literacy (not Memorial). s. 40 (1)

She was active with the NL Teachers Assoc (NLTA) as a branch president and served on the NLTA board of trustees for Johnson's Insurance.

She was on the organizing committee for the Special Olympics Canada Winter Games held in Corner Brook in 2016.

She is currently on the board of directors with Humber Valley Community Employment Corporation that supports employment for people with intellectual disabilities.

Linda is currently serving her fifth term with City Council, was Deputy Mayor prior to becoming Mayor.

The City funds an entrance scholarship for Grenfell Campus: The JR Smallwood Entrance Scholarship since 1991 that has recently reached endowment level for an annual $1000 scholarship. The city budget currently provides $1000 a year for scholarships. [redacted] s. 29 (1) (a)

[redacted]

s. 40 (1)

Contact Info:

Tel: (709) 634-6635 (Home)
Tel: (709) 638-4189 (Cell)
Fax: (709) 637-1543
E-Mail: lchaisson@cornerbrook.com

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Briefing Note: University College Dublin

Prepared by: Chris Hibbs
Date: 7 MAY 2026
Reference: 11-MAY-2026 Visit of UCD Delegates to St. John's Campus

Background & Memorial Connections

- Delegates are visiting the province as part of the Colm Tóibín (Irish Novelist) lecture on May 9th at Signal Hill Campus (ICUF, UCD, MUN collaboration)
- The Ireland Canada University Foundation (ICUF) administers the The Craig Dobbin Legacy Programme (CDLP) which is an initiative of the ICUF, the University College Dublin's (UCD) Centre for Canadian Studies, and UCD's College of Arts and Humanities. The Dobbin connection is carried forward through his son, Mark Dobbin. [redacted] s. 29 (1) (a)
- Former UCD and FBA agreement 2002 – 2023 (student exchange programs). Ended in 2023 [redacted]
  - [redacted] s. 29 (1) (a)
- Top ranked global university (QS 118; USNEWS 245; THE 201-250)
- #1 research collaborator with Memorial
  - 23 copublications in last 5 years (<10 authors). Main focus areas:
    - Medicine & Health Professions
    - Earth / Planetary Sciences
    - Sciences (Broad)
    - Social Sciences

Activities Planned

- Meet with Dean of Humanities and Social Sciences
- Meet with President and Vice Chancellor
- Dr. Falzett will return to Grenfell Campus for the FSAC-ACEF's conference at the end of May, 2026 [redacted] s. 29 (1) (a)

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Delegates



Regina Uí Chollatáin (o-coll-ay-shun), College Principal of the UCD College of Arts and Humanities

BIO (Regina Uí Chollatáin | About | University College Dublin):

- Senior Professor and Chair of Modern Irish in the UCD School of Irish, Celtic Studies and Folklore, was the Head of School from 2015-2021. I am the Academic Strand Director of the UCD Ad Astra Academy since 2019 and was Vice-Principal / Director of the UCD College of Arts and Celtic Studies Graduate School (2014-15). I was appointed the first Head of Subject of Irish Studies in UCD from 2015-2019 and I am the founder of UCD de Bhaldraithe Centre for Irish Language Scholarship (2008-) and Director from 2008-18. I am the Director and Initiator of the MA: Scríobh agus Cumarsáid na Gaeilge since 2006 and project coordinator of the first Irish language University based Journalist in Residence (2006-2009). My UCD memberships include but are not limited to the UCD-OFM partnership committee, the UCD Publications Advisory Group, the UCD Decade of Commemorations University Committee and Foundation of the State Commemorative committee for Dec 2022, UCD Student Mapping Experience Steering Committee and the History of Media Centre. I completed my PhD in the National University of Ireland, Maynooth (NUIM) and was awarded an IRCHSS scholarship and IRCHSS Archival Fieldwork Bursary for same. I was awarded the NUI Post Doctoral Fellowship in Léann na Gaeilge/ an Léann Ceilteach in 2003.
- I was awarded the Nicholas O'Donnell Fellowship in Melbourne University in 2019 and the Ireland Canada University Foundation Senior Visiting Professorship 2011-12. My literary awards include Duais [Award] Lil Nic Dhonncha agus Bonn Dhonncha Uí Shúilleabháin for Stair Chonradh na Gaeilge at Oireachtas 1999, 2001 and 2002 and the Oireachtas award in 2008 for journalistic criticism of the Gaelic column in Iriseoirí Pinn na Gaeilge (Cois Life 2008). I was named as one of the first 8 Irish writers for the national Portráidí Irish Language Writers project in November 2016. My main areas of research are Irish language media, and the Revival period, examining the evolution of the public sphere of the media from Gutenberg to Bolg an tSolair (1795), and on to present day print, broadcast, and online forums. My

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research on the Revival period covers literary, linguistic, historical, and cultural influences on the Irish language national and international community. Since 2017 I have also been working on a project on Scolárthacht na mBan [Women's Irish language scholarship] in an all-island Revival /Pre-revival context. UCD will host the first conference on this in Summer 2023 with a publication of proceedings. I have published widely in national and international journals and books in these areas. Research collaborations include the University of Saskatchewan and Dalhousie in Canada, Melbourne University, Notre Dame university, New York University, the University of Ulster, Queen's University Belfast, Edinburgh University and Glasgow university on the history of media and revivalism theory. I will publish a monograph on the history and criticism of Irish language media entitled: 'Pobal agus Scéal: Athbheochan agus na Meáin Ghaeilge [Revival and Irish language media]' in Autumn 2024.

- In May 2021 I was appointed Chair of the National Irish Language State body Foras na Gaeilge, and the North/South Implementation body which oversees both the Irish language and the Ulster Scots language as part of the Good Friday agreement. This is a four year government appointment. I was the first Chair of the National All-Island Irish Language Forum and a member of the Irish Language National All-Island Collaborative Forum (2014-16). I am a member of the National Steering Committee for the Irish language Advanced Language Skills initiative (2015-). I was appointed the inaugural Chair of the Undergraduate Awards of Ireland panel for Irish and Celtic Studies (2008-2011) and I was the Chair of the Newspaper and Periodical History Forum of Ireland 2016-19 and inaugural committee member since 2008. I am a member of the Royal Irish Academy committee for Irish Language Scholarship, Irish Literature and Celtic Culture (2015- present), a member of the Folklore of Ireland Council and the Academy Advisory Board of the National Museum of Literature of Ireland (MoLI). My other external links/memberships include membership of the first State Board of TG4 and Chair of TG4 Audit Committee (2007-12); regular panelist of current affairs, literature programmes and documentaries on TG4, RTÉ Raidió na Gaeltachta, RTÉ, and BBC; committee member of Éigse Cholm Cille (University of Ulster); and Coiste Nuachtán agus Irisí, Foras na Gaeilge. Adjudicator of National Media Awards, Celtic Media Awards, Oireachtas na Gaeilge literary competitions, Gradaim Chumarsáide an Oireachtais, Gleo scheme, Foras na Gaeilge, Co-editor Ainm.ie (2012 -15).

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Dr Tiber F.M. Falzett

Deputy Director UCD Centre for Canadian Studies

BIO: Tiber Falzett | About | University College Dublin



Dr Tiber F.M. Falzett's research practice in folklore and ethnology centres upon person-to-person communication in everyday life through the direct participant observation methods of ethnography, enabling the documentation of traditional knowledge systems and creative expression. These approaches to documentation provide invaluable insights integral to the sustainability and resilience of the communities that practice, maintain, transmit and transform them often in the face of environmental, social and economic crises. Dr Falzett's research in endangered ethnolinguistic communities challenges extractivist models of research documentation and creation and seeks to recenter ethnographic practice through collaborative community-driven auto-ethnographic enquiry.

Tiber Falzett has conducted over fifteen years of fieldwork among Scottish Gaelic speakers in Cape Breton Island, Nova Scotia, and Scotland's Outer Hebrides. His research explores the relationship between language, music and the construction of community through socially-rooted forms of local knowledge as expressed, transmitted and maintained by Gaelic-speakers on both sides of the Atlantic.

Before joining the School of Irish, Celtic Studies and Folklore as a lecturer in Folklore and Ethnology, Tiber served as an Assistant Professor at the University of North Carolina at Chapel Hill, teaching in both the Department of English and Comparative Literature and the Folklore Curriculum (American Studies). At UNC-CH, he was the inaugural SHUSA Lecturer in Scottish Gaelic Studies, the first dedicated academic post in Scottish Gaelic studies in the United States of America.

He holds his Ph.D. (Celtic and Scottish Studies) and MScR with Distinction (Scottish Ethnology) from the University of Edinburgh, programs with integrated research ties to the School of Scottish Studies Archives, an organization with longstanding links to UCD's National Folklore Collection.

His Ph.D. dissertation, ""Tighinn o'n Cridhe'—'Coming from the Centre': An Ethnography of Sensory Metaphor on Scottish Gaelic Communal Aesthetics," investigates the functional utility and creativity of seanchas-based metaphors in conveying an embodied

understanding of the aesthetics of song, storytelling, instrumental music and dance at the communal level.

UCD Brief Background (reference: https://www.ucd.ie/about-ucd/about/about/).

UCD is one of Europe's leading research-intensive universities; an environment where (opens in a new window)undergraduate education, masters and PhD training, research, innovation and community engagement form a dynamic spectrum of activity.

Since its foundation, the University has made a unique contribution to the creation of modern Ireland, based on successful engagement with Irish society on every level and across every sphere of activity. The international standing of UCD has grown in recent years; it is currently ranked within the top 1% of higher education institutions world-wide. UCD is also Ireland's most globally engaged university with over 38,000 students drawn from 152 countries, including over 5,000 students based at locations outside of Ireland. The University's main Dublin campus occupies an extensive parkland estate of 133 hectares and offers world-leading facilities including the UCD O'Brien Centre for Science, UCD Sutherland School of Law, UCD Lochlan Quinn School of Business, UCD Moore Centre for Business, and the UCD Student Centre.

As Ireland's largest university, with its great strength and diversity of disciplines, UCD embraces its role to contribute to the flourishing of Ireland through the study of people, society, business, economy, culture, languages and the creative arts, as well as through research and innovation. The University's Strategy to 2030 outlines the objectives and major strategic initiatives set in place in order to accomplish UCD's vision for this era.

Tackling Global Challenges: Research and Innovation at UCD

Research and innovation are essential drivers of a dynamic economy, an informed society and a vibrant culture. The spectrum of research and innovation at UCD encompasses individual scholars, research groups, start-up companies and large-scale collaborations with industry and other partners. Research is conducted within each of the University's extensive range of disciplines, and in multidisciplinary research programmes addressing challenges of global scale.

In 2022/23 UCD researchers secured €161 million in research grants from national and international funding agencies, companies and foundations. Since 2012/13 UCD researchers have secured over €1.3 billion in such grants. Their research underpins national research and technology institutes and centres, including the SFI funded (opens in

a new window)Insight Centre for Data Analytics, (opens in a new window)Food for Health Ireland, (opens in a new window)Irish Centre for Research in Applied Geosciences (iCRAG), (opens in a new window)CeADAR Centre for Applied Data Analytics and Machine Intelligence, (opens in a new window)BiOrbic, Bioeconomy SFI Research Centre, (opens in a new window)I-Form Advanced Manufacturing Research Centre and NexSys (Next Generation Energy Systems). UCD is the national leader in winning European Union research funding.

Over the last decade UCD researchers have increased their annual number of papers in the international literature by 62% and have authored more than 40,000 papers in total. These papers are cited by other researchers at a rate that is 74% above the world average. In addition, 62% of the papers were co-authored with institutions in other countries/regions, underlining UCD's role as Ireland's global university.

As Ireland's leader in innovation, technology transfer and commercialisation, UCD's commitment to innovation and entrepreneurship recognises the importance of active participation and collaboration to exploit leading-edge research and development outputs. Supports for innovation include NovaUCD – the Centre for New Ventures and Entrepreneurs, NexusUCD – the Industry Partnership Centre and the AgTechUCD Innovation Centre at UCD Lyons Farm. Since 2003 UCD has provided support to over 550 companies and early-stage ventures through the services and supports provided across the university, through NovaUCD, and through business support programmes run and managed by NovaUCD.

Defining Educational Excellence: Teaching and Learning at UCD

The first year retention rate at UCD is 95%.

UCD is globally recognised for its excellence in teaching and learning – 4 subjects are ranked in the top 50 in the world in the latest edition of the most-consulted university rankings ((opens in a new window)QS World University Ranking by Subject 2025). This quality of teaching is complemented by a high standard of support. Every incoming first year is assigned a peer mentor and there are student advisers for every programme.

UCD is ranked 49th in the world in the QS Sustainability Ranking 2025.

UCD is Ireland's leader in graduate education with almost 12,000 graduate students; over 19% of whom are graduate research students. 2,058 PhD students benefit from a structured PhD programme as well as the research-led education culture at UCD.

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The (opens in a new window)UCD Horizons scheme of modern, modularised education based on learning outcomes sees 50% of students take modules outside their subject areas.

Engaging Globally

UCD's world extends beyond its campus, city and borders. UCD students and worldwide network of 304,426 alumni benefit from a UCD education that enables them to thrive and contribute in an increasingly global community. As the number one 'university of destination' for international students coming to Ireland, UCD's 11,139 international students make up over a quarter of the student body, while international academics make up 33% of UCD's faculty.

With 400 partner universities for student exchange, UCD offers extensive global study opportunities and is engaged in partnerships including such networks as (opens in a new window)Universitas 21, the (opens in a new window)Una Europa, (opens in a new window)UNICA and the (opens in a new window)EUA.

UCD expertise is recognised worldwide, with international accreditations for UCD degrees from the world's leading professional organisations in Veterinary Medicine, Architecture, Landscape Architecture, Regional and Urban Planning, and Engineering. The (opens in a new window)UCD Michael Smurfit Graduate Business School is one of less than 60 schools worldwide to hold triple accreditation from the US, Europe and the UK accrediting bodies, and the (opens in a new window)MSc in International Management there is now regarded as highly ranked in the world, according to the (opens in a new window)Financial Times Global Master in Management Ranking.

UCD faculty engage in international research collaborations, sharing and contributing to a global bank of knowledge. To further expand this global engagement, UCD has developed a network of UCD Global Centres in North America, UAE, India, China and Malaysia; each of which provides a hub of research and education connections for students, faculty, alumni and partners.

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DRAFT Briefing Note

s. 29 (1) (a) [redacted] **Maritime Provinces Higher Education Commission (MPHEC)**

June 2, 2026

Key Issue

[redacted] s. 29 (1) (a)

Overview

[redacted] there has been no increase in provincial funding for more than 10 years and the cost of s. 29 (1) (a) operations, mainly salaries and office expenses, have continued to climb. [redacted] In its 2026-27 budget, the New Brunswick government eliminated its share of funding for Quality Assurance for NB's four public universities (NB continues to provide QA funding for the four chartered private universities) [redacted] s. 29 (1) (a) The government of NB has offered MPHEC office space at no cost for 2026-27.

About the MPHEC

The MPHEC, founded in 1974 as an agency of the Council of Maritime Premiers, "assists institutions and governments in enhancing the post-secondary learning environment" (*Mission Statement*). The MPHEC is an arm's length organization, accountable to the Ministers responsible for post-secondary education in the Maritimes. The organization is an example of inter-provincial cooperation, including shared services and higher education data, that ensures a common and coordinated approach among the three maritime provinces. Based in Fredericton, the MPHEC has 12[1] permanent staff and a 20-member board (the CEO is ex officio) drawing representation from universities, government and non-government leaders, students and public-at-large. MPHEC's core functions, as legislated in its renewed mandate (*January 2005*), are Quality Assurance, Data and Research, Cooperative Action, and Services to the Provinces.

[1] With NB's recent budget cut, the number of FTEs has been reduced from 12 to 11.

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Quality Assurance: The MPHEC provides external third-party validation that university programs meet quality standards prior to implementation and that universities' internal quality assurance mechanisms are adequate to ensure the ongoing quality of programs once implemented.

Data and Research: In order to fulfill data information needs for provincial governments, institutions and others invested in PSE, the MPHEC collects, stores, and maintains data about post-secondary education in the region through the following data sources: Post-secondary Student Information System (PSIS), Graduate Outcomes Survey (2 and 6 years post-graduation), and special data collections and third party data (such as Statistics Canada and the Canadian University Survey Consortium Survey of First-year students). The MPHEC identifies trends and emerging issues and supports evidence-based decision making in many areas including educational pathways, student progression, credential completion, and graduate outcomes. [redacted] s. 29 (1) (a)

Cooperative Action: the MPHEC facilitates cooperation within the region to develop cost-effective approaches as required such as supporting the NB/PEI Education Computer Network (ECN), hosting workshops, forums, communities of practices and supplying data and staff resources.

Services to Provinces: Services are cost-recovery and include, for example, supports for private institutions in NB and the accreditation of BEd programs in NS.

Background

An independent review of the MPHEC (2025) found the MPHEC remains a trusted regional body. [redacted] s. 29 (1) (a)

[redacted] s. 29 (1) (a)

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Funding MPHEC

The MPHEC's core operations are funded by the three provincial governments as follows:

Annual Operating Funding

Province	Amount (2025-2026)	Amount (2026-2027)
Nova Scotia	$644,199.00 (51.1%)	$644,199.00
New Brunswick	$514,351.00 (40.8%)	[redacted] s. 29 (1) (a)
PEI	$102,114.00 (8.1%)	$102,114.00
Total	$1,260,664.00 (100%)	[redacted] s. 29 (1) (a)

Annual Survey Project Funding (includes Graduate Outcomes Survey)

Province (2026-2027)	Amount	% of total
Nova Scotia	$74,095.00	51.1%
New Brunswick	$59,160.00	40.8%
PEI	$11,745.00	8.1%
Total	$145,000.00	100%

The organization has operated with no annual increases to its budget for over a decade, including no cost-of-living adjustments (COLA). [redacted] s. 29 (1) (a)

[redacted].

As of April 1, 2026, the government of New Brunswick is no longer requiring the four public universities to participate in the MPHEC's QA processes; [redacted] In addition, the NB and NS governments have both cut funding to the MPHEC survey program, including its flagship Graduate Outcomes Survey, for 2027-2028. s. 29 (1) (a)

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s. 29 (1) (a)

Analysis

[redacted]

Recommendations/Conclusion

[redacted]

s. 29 (1) (a)

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s. 29 (1) (a)

[redacted]

Prepared by: Ava Czapalay, CEO, Association of Atlantic Universities (AAU)
Prepared for: AAU Council
Date: June 2, 2026

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Itinerary / Briefing Note

Memorial University's
Spring and Fall 2025 Honorary Graduands Luncheon
Government House
12:30 p.m., Wednesday, October 15, 2025

Issue: Their Honours have agreed to host a Luncheon for Memorial University's Honorary Graduands from the Spring and Fall Convocation.

Duty ADC: Cst. Georgina Short (gshort@rnc.gov.nl.ca, [redacted] s. 40 (1)

Organizer: Denise Hooper, Acting Associate Director and Convocation Administrator, Student Life (deniseh@mun.ca, (709) 864-2607)

Dress: Business Attire

Itinerary

12:00 p.m. Duty ADC will arrive at Government House and be available to answer any questions Their Honours may have.

12:15 p.m. Guests will begin to arrive at Government House.

The Duty ADC will direct guests to congregate in the hallway to prepare for the receiving line.

12:20 p.m. (Approx.) Dan MacKenzie will advise Her Honour that guests have arrived. Her Honour will take a moment to refresh and collect His Honour.

President Morrison will be escorted to the Drawing Room by Dan Mackenzie. Duty ADC will escort Their Honours, when they are ready, to to join President Morrison in the Drawing Room to prepare for the receiving line.

Duty ADC will read the names and introduce guests as they enter.

Guests will proceed through the receiving line and into the Drawing Room for a brief reception before lunch.

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12:30 p.m. (approx.) The Residence Manager will advise guests that lunch is ready to be served and will direct them to take their seats in the Dining Room.

Everyone will be seated and Her Honour will bring welcoming remarks and give the blessing.

Lunch will be served.

Prior to dessert, Her Honour may give informal congratulatory remarks to Memorial University on it's 100th anniversary and the recipients who received honorary degrees in the spring and fall convocations.

Dessert will be served.

1:30 p.m. The Luncheon will conclude.

Their Honours will retire at their leisure.

Guests will depart Government House.

Notes

- There are 19 people confirmed for the Luncheon including Their Honours and Duty ADC and Dan MacKenzie. A copy of the invited guest list is in the file.
- Eight Honorary Degree recipients from the Spring and Fall Convocation have been invited. Four are attending; three from the spring and the one from the Fall. Bios for all recipients are in the file.
- A copy of the invitation is in the file.
- A copy of the table plan is in the file.
- Her Honour has a meeting with President Morrison prior to the Luncheon. President Morrison's Bio is attached.

Background *(provided by MUN)*

Honorary degree recipients are chosen by the Senate, the university's academic governing body, after careful examination of the grounds for their nomination.

The honorary doctorate is designed to recognize extraordinary contributions to society or exceptional intellectual or artistic achievement.

The awarding of honorary doctorates, an important feature of Memorial's convocation, serves to celebrate both the individual and the university as well as to inspire graduates, their families and guests.

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Dr. Janet Morrison Bio

Dr. Morrison believes post-secondary education fuels human, economic and social development.

For more than 35 years, she has been proud to lead at colleges and universities renowned for their unwavering commitment to academic quality and student success. On Aug. 11, 2025, she began her new position as president and vice-chancellor of Memorial. Previously, Dr. Morrison served as Sheridan College's eighth president since 2018.

Before joining Sheridan in November 2016 as provost and vice-president (academic), Dr. Morrison spent 17 years at York University, where she worked in various roles focused on learning, discovery and engagement. Specifically, she served as vice-provost (students); project director, Student Experience Transformation; faculty executive officer, Faculty of Health; and director, student programs, in the Faculty of Environmental Studies, where she taught undergraduate and graduate students. She served on York's board of governors and in 2010 was awarded York University's President's Leadership Award.

Dr. Morrison has extensive governance experience as a board chair and member of executive, governance, accountability and quality committees across the non-profit sector, including developmental services, child welfare, education and health care. She is the former chair of the board of trustees at Holland Bloorview Kids Rehabilitation Hospital and previously chaired the board of directors for the Children's Aid Society of Toronto.

Dr. Morrison earned her PhD in higher education at Bowling Green State University in Ohio and holds a master of arts (history) as well as a bachelor of arts, specialized honours (history) from the University of Guelph, and a bachelor of arts (history) from the University of Western Ontario.

She and her partner, Ken, have two children, both of whom are student-athletes competing at the highest level of their respective sports.

Prepared by Pam Osborne
Reviewed by Regina Whiteway and Dan MacKenzie
October 10, 2025

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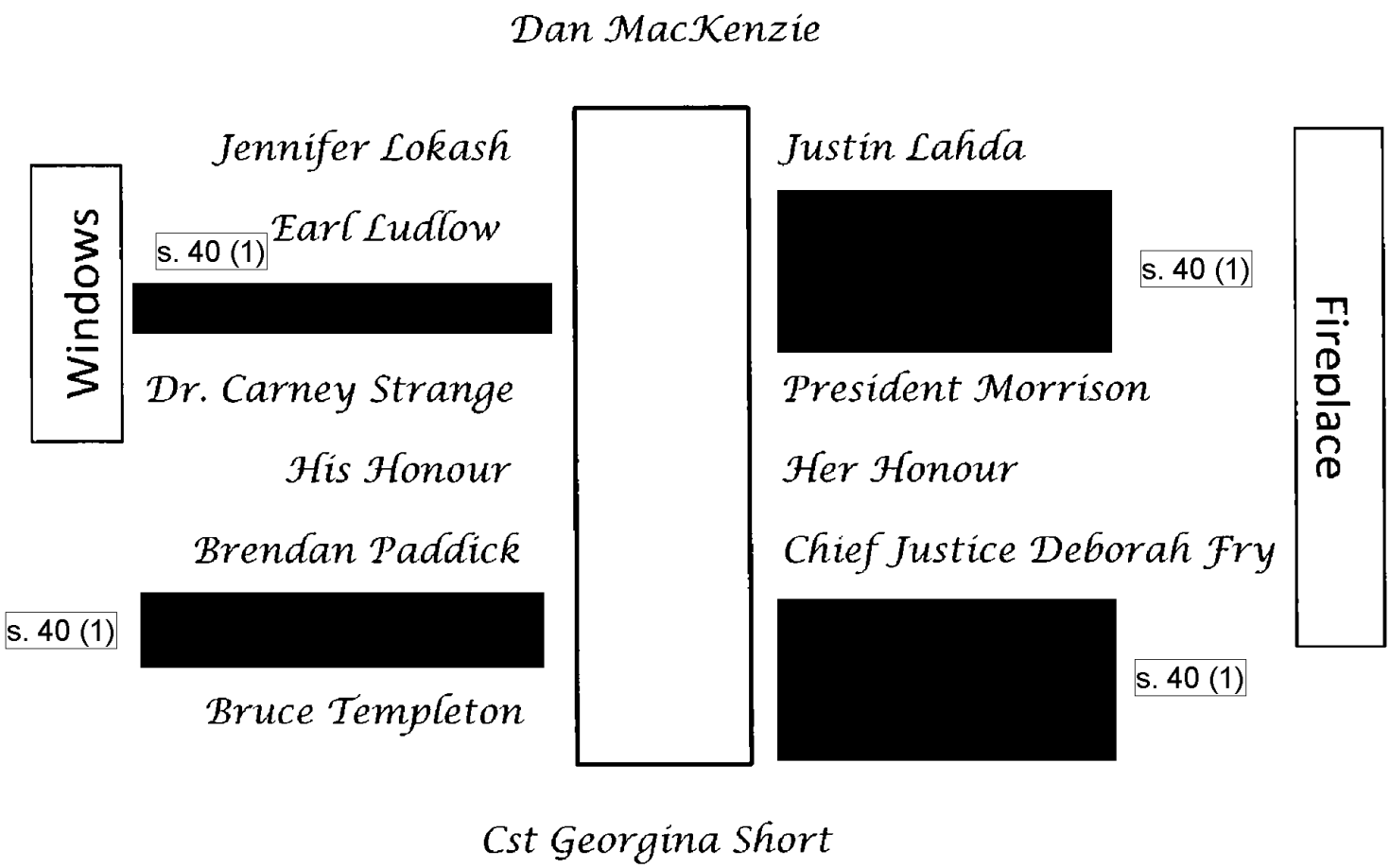
Memorial University
Honorary Graduands' Luncheon
Wednesday, October 15, 2025
Dining Room



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Alumni Tribute Awards

These awards are the highest honour bestowed to exceptional Memorial alumni who have achieved distinction in their chosen fields, are committed to their alma mater and/or have made outstanding contributions to their communities. The 2025 recipients are:



Alumni of the Year Award
Emad Rizkalla (B.Eng.'92)

Emad Rizkalla is the founder and CEO of Bluedrop.

Mr. Rizkalla co-founded Memorial University's first tech start-up before he graduated with his engineering degree. That original start-up survived and spun off several companies, all of which are still headquartered in the province, collectively employing 800 people.

Today, Bluedrop ISM is a recognized leader in workforce upskilling, credential management and employment systems. It helps governments, industry groups, and unions keep workers safe, productive and relevant.

In 2000, while still under 30, Mr. Rizkalla was selected as one of the *Globe and Mail's* "Top 40 under 40." That same year, he was profiled in a *TIME* magazine cover story as one of "8 Young Dynamic Entrepreneurs Who Will Create the 21st Century." In 2013, he received the Queen Elizabeth II Diamond Jubilee Medal.

Emad Rizkalla is a sought-after speaker at international conferences and regularly advises governments on how economies (and people) will be impacted by profound changes to the nature of work. Emad's views on the workforce of the future, innovation, and corporate culture are regularly featured in global media, industry publications, business books and through his posts on LinkedIn and the *Huffington Post.*

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J.D. Eaton Award
Peter Carver, B.Comm.(Hons.)(Co-op.)'81

Peter Carver is, quite simply, one of Memorial's biggest cheerleaders.

He holds a B.Comm.(Hons.)(Co-op.)'81 from the Faculty of Business Administration, followed by an MBA from Queen's University in 1982. Since graduation he has built a successful career in real estate investment and asset management, in both institutional and entrepreneurial roles, while giving back to Memorial.

He has shaped the future of Memorial through service and leadership, both as a former member of the President's Advisory Council and as chair of the Greater Toronto Area Alumni Board, of which he remains an active member.

He has spent countless enthusiastic hours volunteering for the university, deeply committed not only to alumni connections and varsity athletics, but to all university issues, challenges and successes.

Memorial's alumni program in Toronto is one of the strongest in the country, thanks in large part to his work.

Mr. Carver has been instrumental in transforming Memorial's University's national approach to alumni engagement and enhancing its global reputation.

In Toronto, where he lives with his wife Sarah and their son Liam, he sits on the boards of both Tafelmusik and the Toronto Golf Club. He is also assistant coach of his son's hockey team self-identifying as the "least qualified coach in minor hockey."

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Outstanding Community Service Award
Margaret Butt, BN'88

A registered nurse by training and a lifelong volunteer at heart, Margaret Butt has built a life defined by leadership, compassion, and commitment to community.

Years as an intensive care nurse honed her caring and leadership skills; after leaving hospital nursing, she joined her family business, Parkdale Pharmacy, with an aim to expand its home care division.

Ms. Butt later brought that same dedication to retail, founding two Hallmark Gold Crown stores that earned national and international recognition.

For over 20 years, Ms. Butt was an active mentor in the Girl Guide movement and provided long-term support to an inner-city school in St. John's, helping fund a playground, musical instruments, and classroom resources that continue to benefit students today.

A dedicated Rotarian, Ms. Butt continues to support the Rotary Club's partnership with The Gathering Place. Margaret Butt's legacy reflects the enduring power of volunteerism and the extraordinary impact of helping others through a lifetime of meaningful service.

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Horizon Award
Dr. John Jeddore,
B.Sc.'12, MD'17

Dr. John Jeddore was raised in Conne River, learning the language, traditions, and cultural practice of his ancestors. He was taught that a key element in learning these things was the philosophy that you must, in turn, teach them as well.

This foundational teaching has guided him throughout his life.

As a student he fought for Indigenous issues on Memorial University's Senate.

A trailblazer, he was the first Indigenous medical student from Miawpukek First Nation and earned his medical degree in 2017.

He has received numerous awards for his work within the medical and Indigenous communities, becoming an intersectional advocate while maintaining the Mi'kmaw language and dedicating his considerable talents to the people of Newfoundland and Labrador.

His self-awareness and resiliency have paved the way for others and offer life-long lessons for us all.

Outside of work, John loves spending time with his wife, Loni (Slade), and two sons, Gabriel Sulia'n and Jack Alukji'j Jeddore.

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Event Scenario

2025 Alumni Tribute Awards
Emera Innovation Exchange, Signal Hill Campus
Wednesday, Oct. 8, 2025,
6 – 7 p.m.: Pre-reception
7 - 9:30 p.m.: Awards Ceremony

Please note: Scenario may change slightly closer to the event date.

John Bonnell Alumni Engagement Coordinator jbonnell@mun.ca 709-[redacted]	s. 40 (1)	Chris Hounsell Associate Director, Alumni Engagement (Acting) chrish@mun.ca 709-[redacted]

Objective

- To recognize alumni with outstanding accomplishments
- To involve/inspire current students to have an impact in their communities and continue to engage with and stay committed to their alma mater
- To encourage alumni and friends to engage with Memorial University
- To advance the reputation of Memorial University
- To build pride in Memorial University

Award Recipients (In order of presentation)

- **Outstanding Community Service Award** – Margaret Butt, BN'88
  - Presents Physical Award: Janet Templeton
- **Horizon Award** – Dr. John Jeddore, B.Sc.'12, MD'17
  - Presents Physical Award: Dr. Delores McKeen
- **J.D. Eaton Award** – Peter Carver, B.Comm.(Hons.)(Co-op.)'81
  - Presents Physical Award: Dr. Penny Blackwood
- **Alumni of the Year Award** – Emad Rizkalla, B.Eng.'92
  - Presents Physical Award: Heather Shapter

Student Co-Emcees

s. 40 (1)

- [redacted] student
- [redacted] student

Memorial University Attendees | Special Guests

CONFIRMED:

- Dr. Janet Morrison, President and Vice-chancellor
- Dr. Jennifer Lokash, Provost and VP Academic, Orator
- Lisa Browne, VP, advancement and external relations
- Dr. Catharyn Andersen, VP, Indigenous
- Dr. Dolores McKeen, Interim Dean, Faculty of Medicine
- Dr. Amy Warren, Dean of Graduate Studies
- Dr. Vlastimel Mastek, Interim Dean of Engineering

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- Jennifer O'Neil, Executive Director (interim), Office of Development and Alumni Engagement

WAITING ON CONFIRMATION:
- Earl Ludlow, Chancellor

NOT AVAILABLE:
- The Honourable Joan Marie J. Aylward, O.N.L., Lieutenant Governor
- Justin Ladha, Chair, Board of Regents

Past Recipient Attendees

- Gary Follett (J.D. Eaton Award, 2017)
- Rex Gibbons (J.D. Eaton Award, 2015)
- Courtney Clarke (Outstanding Community Service Award, 2020)
- Jessica Burry (Horizon Award, 2015)
- Barry Perry (Alumni of the Year Award, 2019)
- Zaren Healey White (Horizon Award, 2022)
- James Barnes (Alumni of the Year Award, 2005)
- Clyde Wells (Alumni of the Year Award, 1990)
- Elizabeth Scammell-Reynolds (J.D. Eaton Award, 2011)
- Margaret Allan (J.D. Eaton Award, 2022)
- Eleanor Swanson (J.D. Eaton Award, 2013)

2025 Awards Selection Committee

- Bob Dowden, Chair (Attending)
- [redacted] s. 40 (1)

Event Partners | Sponsors

- Belairdirect
- Newfoundland Power
- Centre for Innovation in Teaching and Learning (CITL)
- Technical Services

Staff – Alumni Engagement & Memorial & Volunteers

- Chris Hounsell – Associate Director, Alumni Engagement (acting)
- John Bonnell – Alumni Engagement Coordinator
- Janet Harron – Communications Advisor
- Jennifer French – Intermediate Secretary
- Heidi Wicks – Communications Advisor
- Rich Blenkinsopp – Photographer
- Paula Eddy Shea – Venue Contact
- Steve Lilly/Luke Welch – Technical Support

Anticipated Number of Attendees
• Previous Recipients Pre-Reception - 20 to 25 • Awards Ceremony and Post Reception – 100 to 120

PRE-RECEPTION ORDER OF PROCEEDINGS	
6 p.m.	Previous Recipients Pre-Reception begins The location is in lower lobby of Signal Hill Campus. This will be a relaxed gathering offering the opportunity for past recipients to mingle and reconnect. It will include a short speech by Lisa Browne that centers on the gifting of 100th anniversary pins to past and present recipients. Light refreshments and hors d'oeuvres will be available, including a cash bar. Background music will be provided by a student(s) from the School of Music. Reception begins at 6 p.m. and concludes at 6:50 p.m. allowing time for guests to move to the upper floor for the 2025 Alumni Tribute Awards ceremony.
6 – 6:25 p.m.	Mingling between guests
6:25 – 6:35 p.m.	Short speech by Lisa Browne which includes the gifting of 100th anniversary pins to past and current recipients. *Lisa will call up the past and present ATA recipients up in order of last name to receive their pin.*
6:35 – 6:50 p.m.	Mingling between guests continues
6:50 p.m.	Reception ends. Guests are encouraged to start moving upstairs for the 2025 Alumni Tribute Award ceremony.

2025 AWARDS CEREMONY ORDER OF PROCEEDINGS	
7 - 7:11 p.m.	Awards ceremony to commence • LIVESTREAM BEGINS • Emcees welcome guests, introduce themselves • Invite Bob Dowden (awards committee representative) to read the Land Acknowledgement and bring greetings on behalf of committee • Emcees return, deliver housekeeping and livestream info, introduce recipients, invites belairdirect representative to stage to say a few words (event sponsor) • Emcees introduce Dr. Morrison

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7:13 - 7:18 p.m.	Dr. Morrison delivers remarks
7:18 p.m.	Co-emcee returns to podium, thanks Dr. Morrison and introduces orator, Dr. Jennifer Lokash.
7:20 p.m.	Dr. Lokash oration – Outstanding Community Service Award • Dr. Lokash gives oration for the Outstanding Community Service Award • Dr. Lokash invites Margaret Butt and award presenter Janet Templeton to front • Photo opt with Margaret and Janet • Janet gives speech
7:29 p.m.	Dr. Lokash oration – Horizon Award • Dr. Lokash gives oration for the Horizon Award • Dr. Lokash invites Dr. John Jeddore and award presenter Dr. Delores McKeen to front • Photo opt with Dr. Jeddore and Dr. McKeen • Dr. Jeddore gives speech
7:38 p.m.	Dr. Lokash oration – J.D. Eaton Award • Dr. Lokash gives her oration for the J.D. Eaton Award • Dr. Lokash invites Peter Carver and award presenter Dr. Penny Blackwood to front • Photo opt with Peter and Dr. Blackwood • Peter gives speech
7:47 p.m.	Emcees return to state and introduce musical performance by School of Music students.
7:57 p.m.	Dr. Lokash oration – Alumni of Year Award • Dr. Lokash gives oration for the Alumni of Year Award • Dr. Lokash invites everyone to watch the screen for video • Dr. Lokash invites Emad Rizkalla and award presenter Heather Shapter to front • Photo opt with Emad and Heather • Emad gives speech
8:15 p.m.	Emcees return to conclude the event which includes: • Singing of Ode to Newfoundland • Photos of recipients, emcees and Dr. Morrison • Reception begins while photos are being taken • LIVESTREAM ENDS
9:30	• Reception ends and tear down begins.

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BRIEFING NOTE FOR THE PRESIDENT'S ADVISORY TEAM

ISSUE

[redacted] s. 29 (1) (a), s. 35 (1) (d)

BACKGROUND

[redacted] s. 29 (1) (a)

ANALYSIS

s. 29 (1) (a)

[redacted]

[redacted] s. 29 (1) (a), s. 35 (1) (b), s. 35 (1) (d)

[redacted] s. 29 (1) (a)

[redacted] s. 29 (1) (a), s. 35 (1) (b), s. 35 (1) (d)

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RECOMMENDATION TO THE PRESIDENT'S ADVISORY TEAM

[redacted]

COMMUNICATION CONSIDERATIONS

s. 29 (1) (a), s. 35 (1) (b), s. 35 (1) (d)

[redacted]

s. 29 (1) (a)

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Briefing Note in Preparation of an online Meeting between Dr. [redacted] Dr. Janet Morrison, President of Memorial University

s. 29 (1) (a)

1. Introductions

See bio notes to follow

2. Discussing [redacted]

s. 29 (1) (a)

- [redacted]
- [redacted]

3. [redacted]

s. 29 (1) (a)

[redacted]

[redacted]

s. 29 (1) (a)

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s. 29 (1) (a)

[redacted]

4. Next Steps

- [redacted]
- s. 29 (1) (a)
-

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Updated: Monday, May 11, 2026

Canada Foundation for Innovation (CFI) visit to
Memorial University's St. John's campus
Date: Wednesday, May 20, 2026
Start time: 11:15 a.m. End time: 3:15 p.m.
Location: Various buildings, Memorial University, St. John's campus

Draft

Objectives:	▪ To provide an opportunity for Memorial University senior leaders, researchers and administrators to meet with the Canada Foundation for Innovation (CFI)'s President and CEO Dr. Sylvain Charbonneau and Christine Aquino, CFI's Vice President of External Relations and Communications. ▪ The visit will also provide the opportunity for Memorial to showcase its unique world-class research expertise, capacity and infrastructure.
Participants: (TBC) s. 40 (1)	▪ Dr. Sylvain Charbonneau, President and CEO, CFI ▪ Christine Aquino, Vice President of External Relations and Communications, CFI ▪ Dr. Janet Morrison, President and Vice-Chancellor, Memorial University ▪ Dr. Tana Allen, Vice-President (Research and Innovation), Memorial University (host) ▪ Dr. Rod Russell, Interim Associate Vice-President (Research), Memorial University ▪ Dr. Vlastimil Masek, Deputy Head and Associate Professor, Department of Electrical and Computer Engineering who will be Acting Interim Dean, Faculty of Engineering and Applied Science, on behalf of Dr. Bing Chen during the visit ▪ Dr. Rocky Taylor, Interim Associate Dean Research, Faculty of Engineering and Applied Science ▪ Dr. Jacqueline Blundell, Associate Dean, Research and Graduate, and Professor of Psychology, Faculty of Science, Memorial University ▪ Dr. Reza Tabrizchi, Vice Dean, Research & Graduate Studies, and Professor of Pharmacology (Cardiovascular), Division of BioMedical Sciences, Faculty of Medicine ▪ Paula Clarke, Director, Research Initiatives and Services ▪ Dr. Brent Myron, Associate Director (Strategic Services), Research Initiatives and Services ▪ Sherri Strong, Manager of Operations, Core Research Equipment and Instrument Training (CREAIT) Network ▪ Brian Peach, Project Engineer, Harsh Environment Research Facility, Faculty of Engineering and Applied Science ▪ [redacted] PhD Candidate, Department of Chemistry, Faculty of Science, and Team Member with the Green Chemistry @ MUN group ▪ [redacted] PhD Candidate, Department of Chemistry, Faculty of Science, and Team Member with the Green Chemistry @ MUN group ▪ Jeff Green, Manager, Communications, Office of the Vice-President (Research and Innovation), Memorial University

Proceedings (TBC)	
~11:15 a.m.	▪ CFI's Dr. Sylvain Charbonneau and Christine Aquino to arrive at the Bruneau Centre for Research and Innovation on Memorial's St. John's campus. They'll be greeted at the main door by Drs. Tana Allen and Rod Russell and escorted to the Office of the Vice-President (Research and Innovation), room IIC-3003. A meeting room will be reserved to store personal belongings. Notes: Visitors at Memorial's St. John's campus can access a wireless Internet connection. Memorial's Campus Map is available here.
11:25 a.m.	▪ Drs. Allen and Russell to escort Dr. Sylvain Charbonneau and Christine Aquino to Memorial's Office of the President, room AA-2028, Arts and Administration Building, for a meeting with President Morrison.
11:30 a.m.	▪ Meeting with President Morrison.
12 p.m.	▪ Meeting with President Morrison concludes. ▪ Drs. Allen and Russell will escort Dr. Sylvain Charbonneau and Christine Aquino back to the Bruneau Centre for Research and Innovation for a light lunch.
12-1 p.m.	▪ Light lunch in the Office of the Vice-President (Research and Innovation) boardroom, room IIC-3001. Drs. Rocky Taylor, Jacqueline Blundell and Reza Tabrizchi will also attend lunch.
1 p.m.	▪ Drs. Allen and Russell will escort Dr. Sylvain Charbonneau and Christine Aquino on a tour of CFI-funded research facilities and labs on Memorial's St. John's campus. First, the group will visit Memorial's Harsh Environment Research Facility (HERF), Faculty of Engineering and Applied Science.
1:15 p.m.	▪ Tour of HERF. Leading the tour will be Brian Peach of HERF. Joining tour will be Paula Clarke, Dr. Brent Myron, Dr. Vlastimi Masek and Dr. Rocky Taylor.
2 p.m.	▪ Tour of HERF concludes. ▪ Next, Drs. Allen and Russell will escort Dr. Sylvain Charbonneau and Christine Aquino to Memorial's Core Science Facility for a tour of Memorial's Core Research Equipment & Instrument Training (CREAIT) Network and the Atlantic Canada Environmental and Sustainable Chemistry Centre (ACESCentre).
2:15 p.m.	▪ Sherri Strong will provide an overview of Memorial's CREAIT Network; and Mikhailey Wheeler and Olivia Wyper will lead the tour of the ACESCentre. Joining tour will be Paula Clarke, Dr. Brent Myron and Dr. Jacqueline Blundell.
3 p.m.	▪ Tour concludes. ▪ Drs. Allen and Russell to escort Dr. Sylvain Charbonneau and Christine Aquino back to the Bruneau Centre for Research and Innovation.
3:15 p.m.	▪ Visit concludes.

NOTE: Flexibility with the timing will be accommodated.

002-17-465-26

Contact Numbers:

Name	Organization	Contact number
Jeff Green	Office of VPRI, Memorial	709-[redacted]
Melissa Brothers	Office of VPRI, Memorial	709-864-3993
Renee Fitzgerald	Office of the President, Memorial	709-864-8212
Campus Enforcement and Patrol		709-864-8561
Work Control, Facilities Management		709-864-7600

s. 40 (1)

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Memorial University's Land Acknowledgement:

We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.

002-17-465-26

Itinerary/Briefing Note

Tour of Memorial University's Danger Tree Replica
Building from Memory: Recreating the Danger Tree
11:00 a.m., Monday, April 27, 2026

Issue: Their Honours will visit Memorial University for a tour of the Replica of the Danger Tree hosted by The Department of Technical Services.

Duty ADC: Maj. Dustin Sutherland ([redacted] s. 40 (1)

Extra ADC: Dan MacKenzie, Private Secretary to Lieutenant Governor (danm@gov.nl.ca, 709-[redacted] s. 40 (1)

Organizer: Andrea Warman, Project Manager (100th Anniversary) Memorial University (awarman@mun.ca, 709-864-2142 (w), 709-[redacted] (C))
s. 40 (1)

Driver: [redacted] s. 40 (1)

Photos: MUN photographer, Rich Blenkinsopp, will capture photos during the visit and share with Government House; JayLawrence@gov.nl.ca

Dress: Business attire but floors in Machine shop are concrete so comfortable footwear is recommended.

Itinerary

10:30 p.m. Duty ADC will arrive at Government House and be available to answer any questions Their Honours may have.

10:45 p.m. Their Honours and Duty ADC and Dan MacKenzie will depart Government House and proceed to the University Machine Shop.

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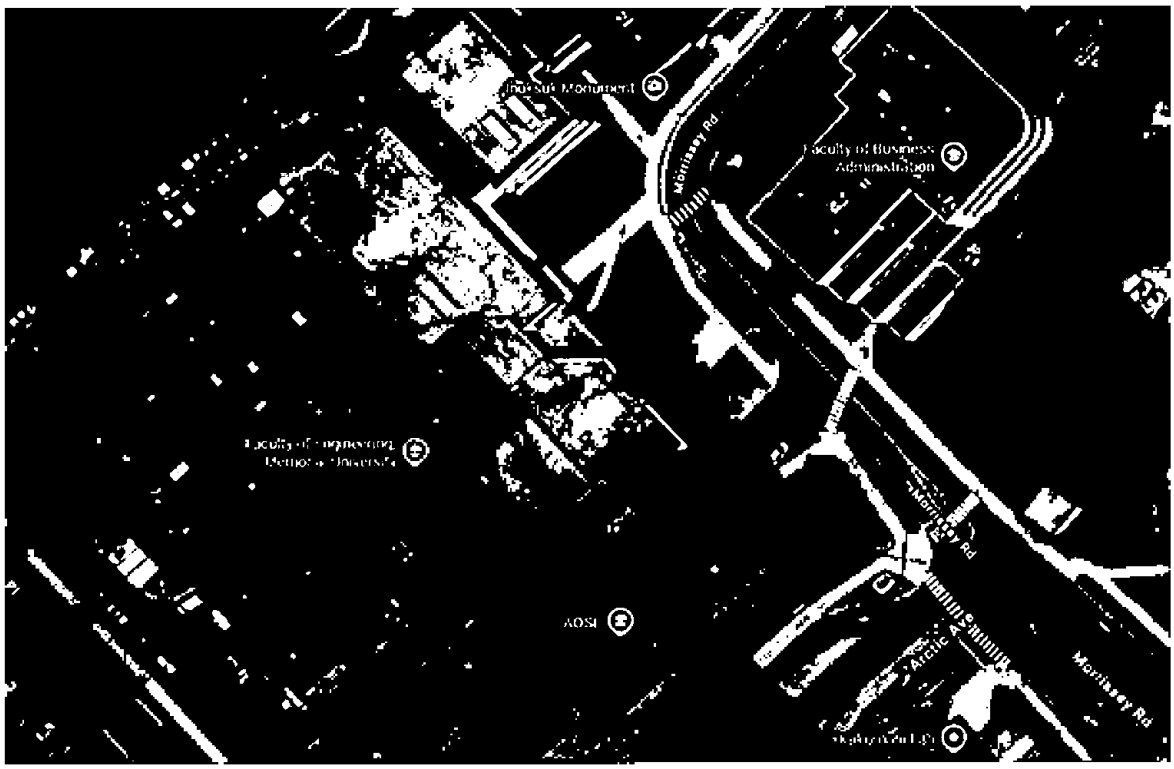
11:00 a.m. The Vice Regal Party will arrive at The Engineering Building using the closest entrance off Morrissey Road (via Prince Philip Parkway). Their Honours will be dropped at the entrance marked in red in the image below. The driver may remain in the layby area, highlighted in yellow, or park in Lot 22 if preferred.



Their Honours will be met on arrival by President Morrison, Chancellor Ludlow and Andrea Warman and will proceed to meet the Director of Technical Services, **Rick Meaney**, along with Mechanical Shop Manager **Jason Stevens** and their teams who will be guiding the tour.

Tour will commence.

11:45 a.m. Tour will conclude and an opportunity will be provided for Their Honours to ask questions and have discussion.

12:00 p.m. Their Honours will depart for Government House.

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Notes:

- President Dr. Janet Morrison, Chancellor Ludlow and Andrea Warman will join Their Honours during the tour.

- The Tour will take place in the Mechanical Shop (EN-1023) on the first floor of the Engineering Building.

- Director of Technical Services, **Rick Meaney**, along with Mechanical Shop Manager **Jason Stevens** and their team, will guide the tour - showcasing the Danger Tree replica as well as a few other projects and highlights.

- The Manager of Protective Services at MUN will do a sweep of the Building prior to Their Honours arrival and will also be present during the visit.

- A copy of an article from the MUN Gazette entitled ***Building From Memory*** is in the file.

Background:

As part of the 100th Anniversary of Memorial University they have partnered with Veterans Affair Canada to create a new fiberglass replica of the historic Danger Tree to be installed at the Beaumont Hamel Newfoundland Memorial in France. The Original tree stood in No Man's Land during the battle of the Somme and became an informal rallying point for the Royal Newfoundland Regiment on July 1, 1916. Today it is a powerful symbol of courage and sacrifice.

The commemorative event will be held at The QEII Library Lobby at Memorial University Campus on Friday, May 1, 2026 prior to its transport and installation in France.

Prepared by: Pam Osborne
Reviewed by: Regina Whiteway and Dan MacKenzie
Date: April 21, 2026