BACKGROUND DOCUMENT FOR THE PROVINCIAL POST-SECONDARY EDUCATION REVIEW PANEL
Brief History

Grenfell Campus traces its roots to a single building constructed in 1975 to serve as a feeder institution into the St. John’s Campus of Memorial University of Newfoundland. Initially called West Coast Regional College, in 1979 it was renamed Sir Wilfred Grenfell College, and in 2010, it became a Campus of Memorial University.

Over the years, Grenfell expanded its facilities, beginning with completion of the Fine Arts building in 1988 and more recently with additions to the Arts and Science building, construction of the Forest Centre, a new library and atrium, student residences, and a Boreal Ecosystem Research Facility.

Initially Grenfell provided courses that allowed students to remain in western Newfoundland for their first two years of university studies. In 1988, Grenfell introduced four-year Bachelor degrees; the first, in Theatre and Visual Arts, reflected their unique strength in the region. Others that followed provided undergraduate studies in the Arts, Social Sciences, Business Administration and Science, and through a consortium agreement with Western Health, in Nursing. More recently, Grenfell introduced graduate programs to advance environmental sustainability, agricultural development, and visual arts. Currently, Grenfell offers 16 undergraduate majors, 22 minors, and 3 graduate degrees. It has been a leader within Memorial University in enhancing student pathways through collaborative programming with the College of the North Atlantic.
Enrolment

As displayed in figure 1, in 2019, Grenfell enrolled 1384 students, over ninety percent being full-time. In 2016, that number was 1277. However, its student population is changing. Undergraduate student enrolment from Newfoundland and Labrador declined from 1192 in 2004 to 1049 in 2016, though intensified recruitment efforts brought it back to 1089 in 2019. Grenfell faces a major demographic challenge. As figures 2 and 3 indicate, the Campus overwhelmingly draws students from western Newfoundland, where this demographic challenge is most acute. Between 1991 and 2007, Corner Brook’s population dropped by 11.5 percent, a trend most pronounced among those under 30 years of age. Between 2018 and 2028, this population is projected to decline by a further three percent. This pattern is evident in other areas from which Grenfell traditionally attracts students. Between 2007 and 2017, Port aux Basques’s population dropped by 8 percent and by 2036 is projected to decline a further 22 percent. The corresponding numbers in Stephenville are 4.3 and 22 percent, in St. Anthony 14.1 and 25 percent, in Grand Falls-Windsor 0.1 and 6.9 percent, and in Gander 0.9 and 13.2 percent. In these areas, and others nearby, the median age of the population is rising, now reaching into the mid-50s. With recent Memorial University tuition increases applied to out-of-province students and, in several provinces, more bursaries for those with financial need, the number of students at Grenfell from parts of Canada outside of Newfoundland and Labrador has declined from 139 in 2013 to 96 in 2019. Grenfell has compensated through a rise in international students, whose numbers, exclusive of those in the English as a Second Language (ESL) program, rose from 21 in 2004 to 161 in 2019. International students – all told from 26 countries – have enrolled in Grenfell’s relatively new graduate programs, namely in environmental and agricultural sciences and policy. Currently international students comprise nearly 60 percent of Grenfell’s Master’s students. Graduate students are increasingly important contributors to Grenfell’s research, impact in the province and to its student body. Grenfell has progressed from launching its first graduate program (Master of Arts in Environmental Policy) in 2012-13 with an enrolment of 8 students to three programs with an enrolment of 75 students in September 2019. (see Figure 4)
Grenfell overall enrolment: Undergraduate students, Western Regional School of Nursing (WRSON), Graduate students

Incoming class from Newfoundland and Labrador: No previous post-secondary
All enrolment from Newfoundland & Labrador:
Based on address at time of application

Grenfell Enrolment 2014-2019
Committed to building upon its strengths, Grenfell Campus is producing a new five-year Strategic Plan resulting from wide consultation with the Campus and communities throughout Newfoundland and Labrador. Although not yet passed, it is provisionally entitled “Committed to Communities,” and defines Grenfell’s mission “to become widely known as a student-focused and community-engaged Campus that utilizes its strengths to innovate and to respond to meet the needs of its stakeholders and to generate sustainability.”

Grenfell will remain dedicated to **personalized education**. It will stay committed to providing small classes, comprehensive advising, and an impressive suite of student support services. In 2018, the average undergraduate class size at Grenfell was 13 compared to 40.5 at all Canadian universities and 29.5 at those classified as “primarily undergraduate.” Through its program requirements, Grenfell emphasizes both depth and breadth so its graduates are well-equipped to succeed in more advanced study and in adapting to rapidly changing economies and labour markets. Grenfell strongly supports teaching innovation, such as experiential education, fieldwork, service learning, study abroad, and distance education.
With a declining population in western Newfoundland, it is essential that Grenfell strategically expand program options and delivery models to improve its reach, appeal, and financial sustainability. This will be challenging in the current, and anticipated, tight fiscal environment. Better aligning resources with student demand and expanding cost-effective and career-relevant interdisciplinary configurations presents one path forward. Grenfell will also utilize technology more fully to better connect to life-long learners, those who are working or who live in remote locations. Online registrations at Grenfell over the past two academic years has grown from six courses with 119 registrants to 21 courses with 507 registrants. Providing students with marketable skills related to their studies is also essential. This will be augmented by increasing articulation agreements with CNA and by implementing Work Integrated Learning opportunities, including co-op, internships, service learning, and other applied components.

**In the context of Teaching and Learning, Grenfell will, within its resource capacity:**

- Establish and maintain a commitment to deliver learning outcomes for each major
- Create new articulations with CNA and other postsecondary institutions
- Upgrade classroom technology and infrastructure to better support student learning and different teaching styles
- Incorporate blended learning, flipped classrooms, intensive block courses and other innovative teaching and learning options
- Increase the number of students enrolled through online courses
- Establish new undergraduate and graduate programs
- Integrate more diplomas and certificates within existing offerings
- Expand applied components into existing and new programs
- Increase experiential learning options
Enhancing recruitment and retention is another priority. For Grenfell, the problem of western Newfoundland’s declining and aging population is compounded by the fact that some 70 percent of its enrolment currently comes from its regional catchment area. Knowledge of Grenfell is limited in central and eastern Newfoundland, regions from which there is potential to increase enrolment. While admissions from parts of Canada outside of Newfoundland and Labrador have declined, those from other countries have grown with intensified recruitment abroad, program development and enhanced support for international students at Grenfell. More action is required to retain students and to improve time to degree completion. In 2018, Memorial placed 36th among universities in Canada with a seven-year graduation rate of 66.9 percent. At Grenfell, this figure is lower than 50 percent, though a notable number of our students proceed to the St. John’s Campus to complete degrees not offered at Grenfell.

To enhance performance in this area, Grenfell will:

- Improve services and academic support for Indigenous, mature, rural and international students

- Increase the number of mature students through mechanisms such as...
as offering credit for work experience through the use of PLARs (Prior Learning Assessment and Recognition)

- Establish mechanisms such as dual credit programing to enable the province’s high school students to transition into university more smoothly

- Increases supplemental instruction and peer support in areas with high DFW (drop, fail withdrawal) rates

- Work with the St. John’s Campus registrar’s office to improve admission timelines to increase applicant yield rates

Grenfell will place increased emphasis on health and wellness. With some 14 percent of Grenfell students having used psychological services during the 2017-18 academic year, wait times for an appointment can reach three weeks. A sharply increasing percentage of students are requiring academic accommodation, including extra time for assignments, a secluded place to write tests and exams, and the use of assistive technologies. At Grenfell, this figure has grown from 55 students during the 2013-14 academic year to 135 in 2017-18.

A healthy community also requires an obligation to employee wellness. This reflects Memorial’s commitment to embrace the 2015 Okanagan Charter of Health Promoting Universities and Colleges to “create Campus cultures of compassion, well-being, equity and social justice.”

In this context Grenfell will:

- Increase capacity in Psychological Services

- Expand recreational programing

- Ensure that every Campus building is accessible to the physically challenged

- Become more LGTBQI supportive

Success at Grenfell with research and creative works has grown significantly. The results strengthen the economy, spark and support innovation, generate knowledge, address social need, enrich culture, protect natural environments,
and provide invaluable opportunities to students to deepen their learning, hone their skills, and become better equipped to achieve success.

Over the past three years, Grenfell researchers have produced over 200 peer-reviewed publications. Total research funding awarded to Grenfell rose from $648,438 in 2014-15 to $3.26M in 2018-19. Funding awarded from external sources rose from $420,606 in 2014-15 (or $705,853 in 2015-16) to $2.5M in 2018-19. The number of Grenfell Campus faculty members who are federal tri-council grant holders has risen to 16. Much of this growth has also come from industry partnerships and contributions, which increased from $0 in 2014-15 to $1.24M in 2018-19. Growth in industry and federal contributions over the past two years helped offset declines in provincial funding after the 2017 closure of Newfoundland’s Research and Development Corporation and its replacement with Innovate NL, which was accompanied by a decline in provincial research support ($576,550 in 2015-16, falling to $145,592 in 2018-19).

Grenfell’s Office of Research continues to manage growth responsibly in times of fiscal restraint. However, there is increasing need for assistance with industry liaison activities and enhanced systems for client management. With respect to research grants/support/facilitation, Grenfell arranged soft funding to hire two facilitators on limited-term contracts, but requires a more sustainable model. There is also need for new and expanded research space and for equipment maintenance and renewal.

**Recent noteworthy achievements**

With some $350,000 in provincial and federal funding, and Atlantic Aquaponics as an industry partner, Grenfell established the Functional Foods Sensory Lab in 2018. This new facility examines natural or processed food products with known health benefits beyond basic nutritional needs, such as the antioxidants in blueberries, eggs enhanced with omega 3 fatty acids or the probiotics associated with yogurt.
The Aging Research Centre-Newfoundland and Labrador (ARC-NL) was launched in December 2018 with an initial investment of $200,000 from the Department of Children, Seniors and Social Development, as well as $300,000 from Memorial University. The centre was established to facilitate partnerships and to catalyze new research initiatives, policies and programs in the area of aging throughout the province. It has already been very active, offering talks and seminars, funding seven research grants and six graduate students, as well as forming partnerships with other organizations such as the Centre for Aging and Brain Health Innovation and Memorial’s Harris Centre to advance and support further projects.
With respect to forest research and forest-based bioeconomy development in Newfoundland, in 2019, Grenfell Campus and the Canadian Forest Service held a Forestry Research Connector event to highlight current research and potential opportunities for collaborative work in forestry-related topics. Funding was received from the Workforce Innovation Centre in conjunction with the NL Forestry Industry Association to examine how to effectively develop and promote the potential of bioeconomy in the forest sector to underrepresented groups. A range of other forestry-related research is being undertaken, from forest ecosystem dynamics and climate change adaptation to the history of Corner Brook Pulp and Paper. These research efforts will help foster and support our province’s forests and forestry sector.

*Boreal Ecosystems and Agricultural Sciences MSc. students conduct growth experiments at the New World Dairy Inc. greenhouse*
Our artists on Campus

Grenfell’s Arts, Social Science and Fine Arts faculty, staff and students leverage arts and theatre through their scholarly activity to shape who we are as Newfoundlanders and Labradorians, to fuel our arts sectors, and to foster innovation and creativity in our communities. Furthermore, their work is raising Grenfell’s profile on the provincial, national and global scene, one example being Prof D’Arcy Wilson’s current status as a finalist for the 2019 Sobey Art Award, Canada’s largest prize for young Canadian artists. Our artists have represented Grenfell on the Arctic Circle Expedition, at the European Space Agency and at Canada House in the United Kingdom. Closer to home, we influence the arts throughout the province, participating in exhibits and theatre productions “that mine the local to reflect the universal” (Robert Chafe, former theatre instructor). Grenfell has established artist-in-residence programs at the Labrador Institute’s Northwest River field station, the Bonne Bay Marine Station in Norris Point and the Boreal Ecosystem Research Facility here on Campus. Other accomplishments include the creative works of many of our faculty and alumni who are acclaimed writers, poets and novelists. Conversely, artists and arts professionals from across Canada and around the world visit Corner Brook and the province to work side-by-side with our talented faculty, staff and students.
Through the ACOA-funded Fast Track to Research Project, Grenfell’s Research Office compiled a database of information and research opportunities from approximately 40 on-Campus researchers and 40 off-Campus community organizations, businesses, and industry representatives. This will help us facilitate research relationships and strengthen and increase connections.

Grenfell will continue to build an agriculture and food security research agenda through partnerships with the Labrador Institute and the Pye Farm, both located in Happy Valley-Goose Bay, which was supported by the province in a funding announcement earlier this year. In continuing to grow functional foods’ research at Grenfell and in the province, researchers recently submitted a proposal to the Ocean Frontier Institute. If funded, the Functional Foods for Coastal Sustainability four-year interdisciplinary project, with a budget of more than $4.5 million, will bring together researchers from five Canadian universities and two international universities, industry partners, and community and Indigenous leaders and organizations. We are optimistic that this venture will make a meaningful contribution to sustaining rural populations, enhancing human health and growing the province’s functional foods industry.

*Prof. Ingrid Mary Percy at the Canada House display which she created with her team of visual arts students and faculty*
Continued growth in research funding will be needed to support expanded graduate student programming to provide student research opportunities, and to build Grenfell’s reputation. Further goals in this area include:

- Promoting and facilitating research collaborations with Indigenous peoples
- Increasing private sector research partnerships
- Pursuing research collaborations with the College of the North Atlantic

With respect to public engagement, Grenfell will more fully realize its potential as an engine of regional development. In 2018, nearly $80 million of the province’s GDP linked to activities at Grenfell. The Campus must pursue and embrace opportunities to collaborate with others to enhance the economic, social, and cultural vibrancy of its region. Fundamental to this vision must be an intense commitment to prepare students to be engaged citizens who are dedicated to strengthening their communities.

Since 2017, Grenfell’s Office of Engagement (GO Engagement) has established itself as a key player in supporting the rural and regional needs of western Newfoundland. Through outreach and grassroots engagement activities, the office has strengthened its presence, positioning itself and the Campus as an integral part of the region’s socioeconomic fabric. Particular impact has been experienced in the areas of entrepreneurship support, regional and Indigenous engagement, collaboration with industry, and applied research. As evident in Table 1, GO Engagement has connected Grenfell’s expertise to a widening circle of people and community partners.
GO Engagement is fostering strong research collaborations that answer the needs of communities throughout the western region. Grenfell, in partnership with the St. John’s Campus’s Harris Centre, is co-leading the regionally based Sustainable Northern Coastal Communities (tip of the Northern Peninsula) and Thriving Regions Partnership (Southwest Coast and Baie Verte) initiatives. Grenfell also maintains a vital regional partnership in Gros Morne National Park, working with the Gros Morne Cooperating Association, Parks Canada, ACOA, TCII and the Bonne Bay Cottage Hospital. Community stakeholders are invited to participate in visioning and strategic planning sessions that are co-led by local leaders. Priorities are identified for regional development and researchers respond to them, including, eventually, with detailed reports.

GO Engagement also facilitates engaged learning opportunities where faculty and students support communities through curriculum-related projects. Recent examples have included: Collaboration with the Mi’kmaq band in Flat Bay on tourism initiatives (undergraduate business students and faculty) and environmental policy research (graduate students); experiential learning involving Gros Morne creative arts projects; and the CityStudio initiative, where undergraduate students work with officials on strategic municipal planning priorities that have included downtown public space animation, sustainable waterfront redevelopment and winter outdoor recreation hubs.

CityStudio students meet with Corner Brook Mayor Jim Parsons >

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>3 YEAR TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total # of events held</td>
<td>47</td>
<td>88</td>
<td>112</td>
<td>247</td>
</tr>
<tr>
<td>Total # of Grenfell participants in engagement activities</td>
<td>271</td>
<td>490</td>
<td>451</td>
<td>1212</td>
</tr>
<tr>
<td>Total # community participants in engagement activities</td>
<td>1152</td>
<td>1967</td>
<td>1800</td>
<td>4919</td>
</tr>
<tr>
<td>Total participants</td>
<td>1423</td>
<td>2457</td>
<td>2251</td>
<td>6131</td>
</tr>
</tbody>
</table>
Moving forward, Grenfell will:

- Establish a Co-Curricular Record to encourage volunteerism and other extra-curricular activities
- Enhance support for matching student employment needs with local and regional employers
- Develop and improve processes to identify regional needs and opportunities
- Expand activities of the Grenfell/CNA Navigate Entrepreneurship Centre and Grenfell MakerSpace
Internationalization will also contribute to Grenfell’s success, and the region’s economic, social and cultural vibrancy. The number of international students studying in Canada is projected to increase as the country offers competitive tuition, excellent programs, political stability, and relatively easy access to work visas. While Newfoundland and Labrador hosted only 1 percent of international students studying in Canada in 2017, results have improved, especially at the graduate level, with Memorial’s increasing research progress, excellent program reputation in several areas, low tuition for international students, and intensified global recruitment. At Grenfell, over the past decade, the number of international students, including those in ESL, has grown more than four-fold to exceed 200. Continuing success here is of utmost importance to sustain overall enrolment, to enhance diversity, and to help attract and produce highly educated and skilled newcomers for Newfoundland and Labrador.

According to World Education News and Reviews, program excellence is among the top considerations for international students in selecting where to study.
abroad. It is therefore essential that Grenfell offer outstanding and distinctive degrees, for which it can become widely known. Grenfell must also enrich its celebration of diversity and assistance it provides to facilitate the adaptation, integration and academic success of international students. This includes improving learning support, on-site help to navigate government regulations, social activities, and means to connect with domestic students and the local labour market. A recent study concluded that 82 percent of Memorial’s international students would stay in the province if they had an attractive job offer.

Moving forward, Grenfell will:

- Enhance assistance to international students to obtain work and to stay in the province following graduation
- Establish a peer mentorship program for international students
- Improve Campus space dedicated to international students
Indigenization will constitute another priority. In a post-secondary context, this refers to a set of processes that seek to integrate Indigenous ways of knowing, being, and doing. It moves beyond a paradigm focused primarily on offering support services to Indigenous students, to one that acknowledges the value of Indigenization at all levels as a positive pathway forward for the institution and a way to participate meaningfully and actively in reconciliation. It also recognizes the importance of place. How Indigenization unfolds at Grenfell may be different from how it occurs at another university, or even Campus.

Memorial University is completing a Strategic Indigenization Plan to provide guidance and to set goals in light of the 2015 TRC’s 94 Calls to Action. With guidance from Indigenous Affairs staff, Grenfell Campus must actively participate in Indigenization and continually seek to establish, maintain, and nurture good relations with Innu, Inuit, and Mi’kmaw communities across the province. Grenfell must also expand efforts to listen to and better serve its current and increasing numbers of Indigenous students. These efforts must extend to staffing,
curriculum development, professional development, cultural gatherings, Campus aesthetics, community engagement, marketing materials, and web presence.

In this area, Grenfell must play a leading role. It is located within traditional Mi’kmaw territory. According to the 2016 Census, 7,935 of 31,290 people (25.35%) in the census district in which Grenfell is located are Indigenous, a concentration three times higher than the provincial average. As evident in figures 5 and 6, this is strongly reflected in Grenfell’s enrolment. In 2019, the number of self-declared Indigenous students at Grenfell was 310, or 22.4 per cent of the student population.

Recent achievements in this area include the 2019 establishment of the In-Business program at Grenfell Campus. Made possible by a generous private donation, In-Business links Indigenous mentors with Indigenous high school students to guide them, both online and at two in-person workshops/gatherings at Grenfell, to consider studies in business, an area where there is low Indigenous participation.

Also in 2019, GO Engagement collaborated with Grenfell’s Indigenous Resource Centre to organize a symposium on Etuaptmunk (Two-Eyed Seeing). Another event, Msit No’Kmaq (All my Relations), built awareness on establishing respectful and reciprocal research partnerships with Indigenous peoples.
Percentage of self-declared Indigenous students at Grenfell
Includes Undergraduate, WRSON and Graduate students

Number of self-declared Indigenous students at Grenfell
Includes Undergraduate, WRSON and Graduate students
In this area, Grenfell will:

- Increase the number of Indigenous students by 10 percent
- Increase Indigenous enrolment from Labrador by 10 percent
- Establish an Indigenous Studies Minor
- Enhance Indigenous mentorship programs
- Increase knowledge and understanding of Indigenous peoples through training for students, staff and faculty
- Hire more professors who are Indigenous

Grenfell will commit to being a leader in environmental sustainability. This is a strong theme at universities worldwide, reflecting growing awareness of global challenges like climate change and reducing non-recyclable waste. Newfoundland lags when it comes to environmental protection, partly because the province’s difficult financial state makes the cost of introducing new comprehensive programs and services prohibitive. Grenfell Campus, in distinguishing itself academically
in Environmental Science and Environmental Policy, can help change this situation. It will embrace the commitment to become a Green Campus and collaborate in the broader community to protect the region’s natural beauty and to ensure sustainability.

In 2019, Grenfell collaborated with a local waste diversion company to facilitate composting on Campus. The previous year, Honeywell started working on an energy performance contract with Grenfell. The estimated annual savings is 2.7 million kilowatt hours and a reduction of 54 tonnes of greenhouse gas (equivalent to removing an estimated 18 cars from the road).

**In addition to these initiatives, Grenfell will:**

- Work to abolish plastic bottles and other non-biodegradable eating utensils and plastic bags on Campus
- Expand and better utilize community gardens
- Establish and use a year-round greenhouse
Expanding programs in schools

This past year marked the introduction of a Masters’ degree in the School of Fine Arts. This unique program in Visual Arts is ‘low-residency,’ meaning students spend only part of their time on Campus, with the freedom to complete studio work and online courses from their home locations anywhere in the world.

An articulation agreement between Grenfell’s theatre program and College of the North Atlantic’s Film and Video Production program is going through the final approval stages. This 2+2 agreement will allow students who complete their diplomas at CNA to enter the third year of the Technical Theatre Program at Grenfell Campus. A similar agreement with Holland College in Prince Edward Island is also in the final approval stage. Talks have started with CNA to create a joint undergraduate degree in Cultural Tourism, and the theatre program started work on a Master of Fine Arts in Theatre. Summer 2019 saw a residency by a local Indigenous artist, this being the first step towards instituting a permanent Indigenous Artist-in-Residence position. For several years, the School of Fine
Arts has co-sponsored a Dancer-in-Residence that has led to increased dance programming at Grenfell. The aim is to continue to build capacity and to capitalize on the potential to become the only undergraduate program in dance in the Atlantic/Maritime provinces.

With funding from ACOA, in 2018, the School of Fine Arts opened The Fab Shop. A digital fabrication centre that features 3D printers, a laser cutter and other digital creation tools, The Fab Shop has enabled the diversification and expansion of course offerings and creative opportunities for students. The School continues its efforts to create a social enterprise that would extend operations of The Fab Shop into a student-run design and scenic house to service arts groups and other organizations throughout the Maritimes and the Eastern Seaboard. The School of Fine Arts has actively been seeking funding for a Digital Research Centre. It would focus on new and emerging digital technologies (Virtual Reality, Multi-Media Projection, etc.) and their overlap with traditional arts.

In the summer of 2019, the School of Science and the Environment (SSE) received a favourable external review of its PhD-Sustainability Science program proposal. Once approved, this will be Grenfell’s first doctoral program, one that the SSE is actively planning to follow with a second PhD degree in Boreal Ecosystems.
and Agricultural Sciences. In collaboration with the Corner Brook Campus of the College of the North Atlantic and the Canadian Forest Service (whose provincial headquarters is located on Grenfell Campus), the SSE advanced a proposal for an MSc in Applied Geomatics. Collaboration is also occurring to produce a joint degree involving Grenfell’s Computational Mathematics degree and CNA’s Software Development diploma, and for an articulation agreement linking CNA’s Agriculture Technician’s Diploma and Grenfell’s Environmental Studies undergraduate degree. Although the SSE struggles with inadequate research space and a lack of up-to-date equipment, this past year it did complete significant upgrading of its first year biology and chemistry labs.

The School of Arts and Social Science (SASS) recently received a favourable external review of its proposed online Masters of Management. With robust job and career progression prospects for its graduates, this program, with a planned market-modifier fee, will generate revenue. The SASS is also developing a graduate program in Applied Literary Studies that will prepare students for work in areas that include editing, publishing, and professional writing.

*Ongoing canola research in Pynn’s Brook*
Major priority projects

To ensure continued development and to become an even more attractive choice for students, Grenfell Campus will be prioritizing the following major initiatives over the next five years

(a) Relocating the Western Regional School of Nursing (WRSON)

The recent announcement of a new hospital for Corner Brook, scheduled for completion in 2023, does not include space for the nearly 250 students enrolled in the WRSON currently housed in the aged Western Memorial Regional Hospital. Administrators at Grenfell Campus, the WRSON, and the hospital, have been working to address the Nursing program’s future location. For the 2019-20 academic year, space to house first-year nursing classes on Grenfell Campus has been provided, and a plan is in place to expand this to year two classes for 2020-21. A draft floorplan outlines all space the WRSON requires (see Image 1). An architect has been engaged to make recommendations on maximizing current Campus space and estimating additional requirements and costs to house the entire Nursing program at Grenfell.

IMAGE 1: Estimated space needs of WRSON Proposed Nursing School layout.
Regional Recreation and Aquatic Centre

Until the mid-1990s, Grenfell Campus was home to a very successful Physical Education program that included a wide range of varsity and inter-mural sports. The Grenfell pool reflected this strength and provided very strong links to the broader community. In the spring of 2016, to achieve a budget reduction, the pool was closed rather than repaired. Discussions are ongoing between the City of Corner Brook and Grenfell Campus to expand upon the existing space and to refurbish the pool, gymnasium and second floor above this space, into a regional community and aquatic centre. This proposed facility would not only be a tremendous asset to the region, but also a means of reinvigorating Grenfell, better enabling it to attract students. Feedback from recruitment trips underline that the present dearth of on-site recreational services is dissuading prospective applicants. The concept design includes an on-site daycare, fitness centre, gymnasium, 25-metre pool, hot pool and leisure pool. The construction estimate for transforming the existing site to the proposed design is $17 million plus HST. The strategy being pursued will have the municipal government apply for federal and provincial support, and fund the remainder by securing a loan. Private donations will be pursued with an opportunity for naming rights. Grenfell will lease the space to a third-party operator, or have the facility run as a Separately Incorporated Entity.
(c) Welcome Centre - Arts and Science building

Grenfell is continually looking at how to provide better service to students, faculty, staff and the broader community. While Grenfell students enjoy the sense of community and the personalized learning it provides, many also comment that navigation and services are not easily located. Planning is taking place around making the main corridor in the Arts and Science building more inviting and functional, including by establishing a much-needed Welcome Centre.

(d) Agriculture facility

To address the need for a sustainable agriculture and food system, Grenfell proposes to create a platform for building a regional food economy and enhancing the growth of the province’s agricultural sector: the Newfoundland and Labrador Food and Agricultural Hub. This multi-year initiative will create the foundation for a provincial agricultural system through four interconnected elements: infrastructure and capacity building, research and development, entrepreneurship and innovation, and education and training. It will build on expertise and capacity at Grenfell Campus, including its proximity to agricultural land, academic programming related to agriculture, research facilities and faculty with both interest and experience in applied food and agricultural research. By focusing on facilitating economic development opportunities (e.g., secondary processing and improved access to local and regional markets) and applied research, the Food and Agricultural Hub will be the platform for programs and services that address challenges and opportunities specific to the Newfoundland context through outreach, engagement and collaboration. Its proposed site is where the now derelict Recplex (former Curling Club building) is located. The plan calls for development of the Recplex and creation of a large, open facility, in which agriculture-related research would occur, joined by a greenhouse and a farmer’s market. In 2009, a class D engineering study to replace the building with one of similar size produced an estimate of $6 million; adjusted for inflation, the present cost would be nearly $7 million for construction (not including consulting/design fees, HST, furniture/fixtures/equipment, and contingency). The proposed facility will be patterned after the Clarenville Farm and Market.
Centre for Research, Innovation and Training

Grenfell Campus has been working with Corner Brook Pulp and Paper Limited (CBPPL) and CNA to transform the presently moribund and long closed CBPPL downtown Human Resources Building into a Research, Innovation and Training Centre. This project will provide important support for businesses, be a focal point for downtown renewal, and spark outstanding opportunities to obtain research funding. With assistance from ACOA, TCII, and AESL, the 9,300 square foot structure would be extensively renovated at the cost of $3 million to house the current Grenfell-based MakerSpace (which engages in the fabrication of product prototypes), and CNA-based Business Incubator (which facilitates the development of entrepreneurial strategies) as well as provide training space for mill employees (see Image 3). Grenfell would hold a 15-year lease on the building, for which it would pay $1 annually, with CBPPL covering taxes, heat, light, custodial service, snow clearing, maintenance and capital upgrades. Grenfell’s $1 million contribution comes from an internal university loan based upon $50,000 per year it was designated from EMERA’s donation to Memorial University, to support innovation. Final approval of the entire project is anticipated in early 2020.
Financial challenges

While Grenfell has made remarkable progress, and has bold plans for the future, it also faces notable challenges, the most significant being financial. Like all of Memorial University, Grenfell has absorbed significant budget reductions. Its government grant was reduced from $27.92 million in 2016 to $25.9 million in 2019. It no longer receives designated government funding to address deferred maintenance. Funds now come from a levy on students ($50 per course) called the Campus Renewal Fee; for Grenfell Campus, this amounted to just under $500,000 in 2019, a significant drop compared to previous direct public funding. No major construction has occurred at Grenfell Campus since the Boreal Ecosystem Research Facility in 2014.

With funding so significantly curtailed, program expansion to attract and retain students has become more challenging. All new degrees must be offered in a way that is cost neutral or revenue generating, namely through the application of special fees.

As evident in the following tables, Grenfell has lost full-time employees, including, very recently, through a university-wide voluntary retirement incentive plan. This reduction has affected academic, administrative and other support services,
as well as senior management. To save money and to increase flexibility, Grenfell has turned more to contract hiring to teach courses and to perform support service roles. Table 4 shows that the number of courses taught at Grenfell has declined.

In some areas, changes have brought about greater efficiency, including increased class fill rates and fewer course cancellations. However, there can be no doubt that resources are increasingly strained with the impact extending to decreased program choice and quality and student support services.

### Academic positions at Grenfell Campus 2016-2019

<table>
<thead>
<tr>
<th>Position</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenured/tenure track (including 3 academic deans)</td>
<td>81</td>
<td>80</td>
<td>79</td>
</tr>
<tr>
<td>Limited term teaching contracts</td>
<td>27</td>
<td>26</td>
<td>25</td>
</tr>
<tr>
<td>Lab technicians, instructional assistants, Fine Arts technical staff</td>
<td>31</td>
<td>31</td>
<td>31</td>
</tr>
<tr>
<td>Per course instructors</td>
<td>42</td>
<td>43</td>
<td>47</td>
</tr>
</tbody>
</table>

### Administrative and other support positions at Grenfell Campus 2016-2019 (to March 31st)

<table>
<thead>
<tr>
<th>Position</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>VP &amp; AVP</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Directors/Managers</td>
<td>25</td>
<td>23</td>
<td>24</td>
</tr>
<tr>
<td>Administrative and facilities support</td>
<td>122</td>
<td>122</td>
<td>117</td>
</tr>
<tr>
<td>Total permanent</td>
<td>151</td>
<td>148</td>
<td>143</td>
</tr>
<tr>
<td>Contractual &gt; 4 months</td>
<td>24</td>
<td>21</td>
<td>30</td>
</tr>
<tr>
<td>TOTAL ALL</td>
<td>175</td>
<td>169</td>
<td>173</td>
</tr>
</tbody>
</table>
### Courses offered at Grenfell Campus 2016-2019

<table>
<thead>
<tr>
<th></th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UNDERGRADUATE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Courses</td>
<td>411</td>
<td>428</td>
<td>390</td>
</tr>
<tr>
<td>(lecture, lecture/lab combined, seminar, studio, online)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other courses</td>
<td>86</td>
<td>89</td>
<td>87</td>
</tr>
<tr>
<td>(independent study, honours essay, reading course, labs, internships)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cross-listed courses</td>
<td>17</td>
<td>19</td>
<td>20</td>
</tr>
<tr>
<td>TOTAL Undergraduate</td>
<td>514</td>
<td>536</td>
<td>497</td>
</tr>
<tr>
<td><strong>GRADUATE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Courses</td>
<td>18</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td>(lecture, seminar, studio, online)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other courses</td>
<td>2</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>(reading course, internships)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cross-listed courses</td>
<td>3</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>TOTAL Graduate</td>
<td>23</td>
<td>22</td>
<td>23</td>
</tr>
<tr>
<td><strong>NURSING</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Courses</td>
<td>39</td>
<td>42</td>
<td>41</td>
</tr>
<tr>
<td>(lecture, lecture/lab combined)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other courses</td>
<td>81</td>
<td>87</td>
<td>83</td>
</tr>
<tr>
<td>(clinical labs, teleconference)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL Nursing</td>
<td>120</td>
<td>129</td>
<td>124</td>
</tr>
</tbody>
</table>
Funding reduction also means increased difficulty to address deferred maintenance, which shows up with buildings becoming increasingly dilapidated, classroom equipment more antiquated, computer systems and networks more vulnerable to failure, and a growing inability to meet student need. Over the next four years, if deferred maintenance projects outside of information technology (IT) needs are addressed, the total cost will amount to $5.3 million; this is more than double the projected funds that will be raised through the Campus Renewal Fee. Grenfell Campus also falls below meeting its requirement to be accessible to the physically challenged. With needs in this area broken into four priority categories, total costs amount to $1.6 million. Over the past two years, more than $400,000 – also obtained through the Campus Renewal Fee – was spent on IT, including $250,000 to replace aging water-source cooling units in the core data and network infrastructure centre.

Over the next five years, projected IT requirements exceed $1 million for investments such as completing the wireless system upgrade, replacing outdated edge switches to ensure continuity of all data and voice connections to the core infrastructure centre, and to upgrade the storage area network that is approaching end of vendor support.

As indicated on pages 40-43, many parts of the Campus require essential repairs, even to meet safety standards. The Fine Arts Building is plagued with leaks, concrete deterioration and sections declared off-limits. Recent work refurbished the main stage, but much remains to be done. When first constructed, the theatre had a seating capacity of 172. Presently, it is just over 80 because its balconies have become unsafe. Its sprinkler system requires updating, and its carpet, seats and lighting control panel need replacement. Half of the former Corner Brook Curling Club building (or Recplex) that Memorial acquired in 2008 is closed due to exposed asbestos; Grenfell is using what it can for storage and makes repairs simply to maintain the building’s structural integrity.
Fine Arts building leak

Forest Centre tunnel leak

Fine Arts building slate flooring damage

Fine Arts theatre closed balcony
Leak in Forest Centre ceiling

Deteriorated Library building doors

Exterior staircases by the Fine Arts and Forest Centre buildings

Deteriorated Library handrailings
RecPlex exterior siding damage

RecPlex roof damage

Deteriorated floor tiles containing asbestos
Conclusion

As it approaches its half-century anniversary in 2025, Grenfell Campus has achieved remarkable development and progress. It is widely known for providing students with exceptional, comprehensive, personalized learning. Its programs, including General Education requirements, ensures students graduate with both breadth and depth. Its research and engagement activities, and with them its regional, provincial, national and global impact are growing. Over the past three decades, Grenfell has developed 16 undergraduate and 3 Master’s programs, with many more degrees planned, including at the PhD level. We want students to stay in the province after graduation to help build a more vibrant society and economy.

With a new Strategic Plan, Grenfell will present a clear vision, roadmap, and markers of success, to build on its strengths and to address gaps so that it is better positioned to attract students. This includes more partnerships with the College of the North Atlantic to enhance student pathways and to establish unique, highly marketable, qualifications. Plans to facilitate collaborations across disciplines and institutions, as well as with the private, public and not-for profit sectors, promises to continue Grenfell’s upward trajectory in obtaining external funding to support research, equipment acquisition and infrastructural needs.

Grenfell is an indispensable regional resource and asset that provides tremendous financial, social and cultural benefits to Corner Brook and environs. In the current, challenging, provincial fiscal environment, it is essential that Grenfell Campus continue to look for efficiencies. Over the past three years, Grenfell has managed to absorb a nearly $2 million cut in its government grant, which equates to a little more than 6.5 percent of its overall budget. Core services are being maintained and Grenfell is still actively planning for a better future. However, given its aging infrastructure and modest funds available to address growing deferred maintenance needs, difficulties in this area will continue to mount, and key projects for institutional renewal will be more challenging to pursue. Program development and enhanced services to better attract and retain students, made more urgent by a declining regional population, also require more investment.

In its short lifetime, Grenfell has become a point of pride in western Newfoundland. Overwhelmingly, its graduates are extremely satisfied with their post-secondary educational experience. Grenfell Campus is confident that with proper resourcing, it will keep building upon past successes, advance as a centre of educational excellence and, as part of Memorial University meet its special obligation to the people of Newfoundland and Labrador.