

Cross jurisdictional comparison involved research and engagement with the following post-secondary education institutions in Canada¹:

- Memorial University of Newfoundland
- Dalhousie University
- University of New Brunswick
- University of Prince Edward Island
- University of Guelph
- University of Regina
- University of Saskatchewan
- University of Calgary
- Simon Fraser University

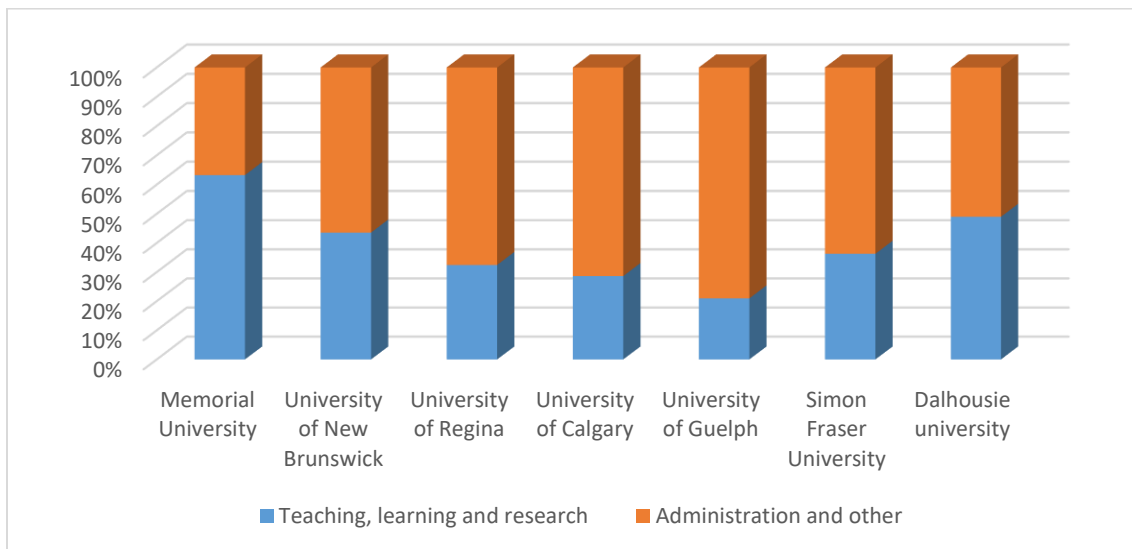
Numerous areas were examined including organizational structure, employee costs, academic program governance, funding sources, student housing, enrolment, accessibility, satisfaction rates, equity, diversity and inclusion initiatives, and post-graduation outcomes.

Organizational Structure

- With the exception of the University of New Brunswick (modified bicameral governance structure), all comparator institutions have a bicameral system. Number of campuses ranges between two to five, while Vice-President and Associate Vice-President positions range from two to five and zero to twenty respectively.

Employee Composition

- The following graph presents data from select comparator institutions.



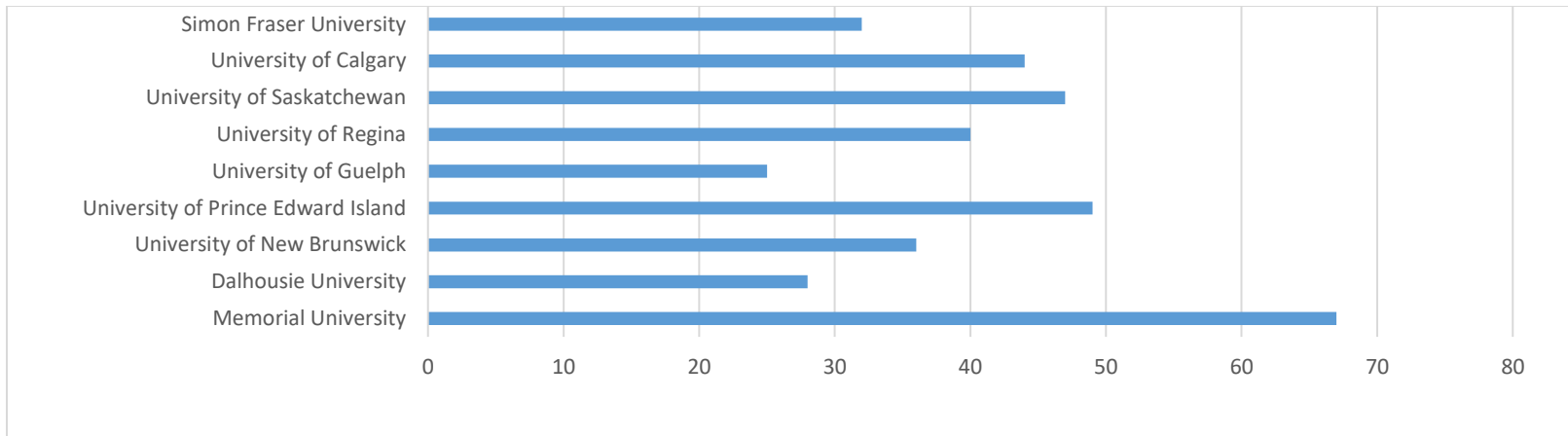
Source: University Fact Books

¹ Data collection ceased December 2020. Information presented reflects publicly available data up until this period.

Centralized Services

- Jurisdictional analysis on a variety of organizational frameworks such as services for employees/pensioners, dedicated resources (both human and infrastructure), central support and services for Indigenous populations, and continuing education branches were reviewed. Memorial University is an outlier with respect to a centralized continuing education department, although continuing education occurs throughout different faculties/schools.

INSTITUTION	Memorial University	Dalhousie University	University of New Brunswick	University of Prince Edward Island	University of Guelph	University of Regina	University of Saskatchewan	University of Calgary	Simon Fraser University
Does the University Manage its Own Pension Plan?	√	√	√	√	√	√	√	√	√
Is there a Secretariat?	√	√	√	√	√	√	√	√	√
Aboriginal/ Indigenous Centre?	√	√	√	√	√	√	√	√	√
Continuing Education Department?		√	√	√	√	√	√	√	√
Multi-Campus Model?	√	√	√	√	√	√	√	√	√
FUNDING SOURCE									
% of Total Funding from Provincial Government	67	28	36	49	25	40	47	44	32



Source: Institutional Financial Statements

STUDENT ENROLMENT

Institution ²	Memorial University	Dalhousie University	University of New Brunswick	University of Prince Edward Island	University of Guelph	University of Regina	University of Saskatchewan	University of Calgary	Simon Fraser University
Total Enrolment over Past 10 Years (unless otherwise specified)	2010-2019 176, 702	2010-2019 191, 176	2010-2019 101, 333	2010-2019 45, 200	2013-2019 202, 434	2010-2019 142, 301	2010-2019 210, 282	2015-2019 161, 634	2011-2019 306, 964
Undergraduate Degrees	140, 985	150, 444	84, 925	41, 215	183, 417	124, 183	177, 996	135, 856	268, 876
Graduate Degrees	35, 717	40, 732	16, 408	3, 985	19, 017	18, 118	32, 286	25, 778	38, 088

² Data obtained from Institutional Research Divisions

Accessibility

- An extensive range of services and resources are available for students at Memorial University. For example, Indigenous student resources, programs and services for international learners and accessibility support for students with disabilities are available. Jurisdictional analysis reveals all comparator institutions offer services for underrepresented and marginalized populations of learners. While the majority of universities boast dedicated resources to special populations such as African Canadians, exceptions include Memorial University and the University of Prince Edward. Of interest, Dalhousie University sponsors the Transition Year Program (TYP) that strives to enhance pathway options for Indigenous and African Canadian students. University of Calgary and University of Saskatchewan offer direct pathways to admissions for Indigenous students. Memorial University does not currently offer specific admissions pathways for Indigenous students. Other comparator institutes have specific entrance pathways for students seeking admission into competitive faculties such as Medicine (University of Calgary) and Law (University of Saskatchewan, Dalhousie and University of New Brunswick). Memorial University reserves seats for individuals of Indigenous heritage in the undergraduate medical degree program.
- Select examples of non-traditional pathways into post-secondary education are available at UPEI (Accessibility/Gateway Program); University of Regina (Campus for All) and the University of Guelph (Guaranteed Admission Pathway). Entrance requirements vary by institution, but each pathway program is designed to recruit and retain students with diverse and complex needs. Memorial University offers special admissions consideration for individuals who do not meet undergraduate entrance requirements.
- Jurisdictional analysis revealed that all institutions have resources and portfolios dedicated to internationalization efforts. For example, Memorial University's Internationalization Office provides support to faculty, staff and students. A full staff complement facilitates education and outreach on immigration processes, exchange programs, career advising, wellness, mentoring etc. The University of New Brunswick's International Student Advisor Office provides orientation and transition support to international learners. In addition, UNB sponsors the Program of Academic English Preparation (PAEP) for international students who do not meet English language proficiency entrance requirements or for individuals who wish to enhance their language skills. Similarly, UPEI offers ESL transition programming while University of Guelph sponsors three distinct programs (English Language Certificate Program (ELCP)/Graduate Preparation Program (GPP) and Business English Program). Memorial University promotes two ESL pathway programs including the Intensive English Program and the Intensive Bridge Program.

ACCESSIBILITY	Memorial University	Dalhousie University	University of New Brunswick	University of Prince Edward Island	University of Guelph	University of Regina	University of Saskatchewan	University of Calgary	Simon Fraser University
Articulation Agreements (In-Province or Outside?)	√	√	√	√	√	√	√	√	√
Services Available to Enhance Accessibility									
• Indigenous	√	√	√	√	√	√	√	√	√
• International	√	√	√	√	√	√	√	√	√
• LGBTQ2	√	√	√	√	√	√	√	√	√
• Special Needs (Physical and Mental Disabilities)	√	√	√	√	√	√	√	√	√
• ESL	√	√	√	√	√	√	√	√	√
Accessibility Centre?	√	√	√	√	√	√	√	√	√
Relationship with K-12 System (Dual Credit)		√	√	√	√	√	√	√	√
Note: Memorial University is an outlier, as all comparator institutions offer dual crediting options for high school students									

Equity, Diversity and Inclusion

- Equity, Diversity and Inclusion portfolios are centralized within MUN and similarly arranged at comparator institutions. For example, Memorial University has a Special Advisor to the President on Indigenous Affairs, an Associate VP-Indigenous Research and current recruitment efforts for a Vice Provost, EDI are underway. Dalhousie, University of Saskatchewan, and University of Calgary have Vice-Provost Appointments dedicated to equity and inclusion portfolios whereas the University of Guelph has a Special Advisor to the Provost on Indigenous Initiatives. UPEI and UNB have primary offices invested in EDI and fall under the Human Resource divisions.

EQUITY, DIVERSITY AND INCLUSION	Memorial University	Dalhousie University	University of New Brunswick	University of Prince Edward Island	University of Guelph	University of Regina	University of Saskatchewan	University of Calgary	Simon Fraser University
Positions Dedicated to this Initiative	√	√	√	√	√	√	√	√	√
(Students, Faculty, Staff)	√	√	√	√	√	√	√	√	√