

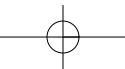
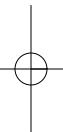
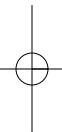


MEMORIAL UNIVERSITY OF NEWFOUNDLAND

# STRATEGIC PLAN SUBMISSION

to the DEPARTMENT OF EDUCATION  
GOVERNMENT OF NEWFOUNDLAND AND LABRADOR

April 1, 2011 to March 31, 2014





Board of Regents

St. John's, NL Canada A1C 5S7  
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March 24, 2011

Honourable Joan Burke, M.H.A.  
Minister of Education  
Government of Newfoundland and Labrador  
Confederation Building  
St. John's, NL A1B 4J6

Dear Minister Burke:

In accordance with the Board of Regents' responsibilities under the *Transparency and Accountability Act*, I present a Strategic Plan for Memorial University covering the three-year period from April 1, 2011 to March 31, 2014.

As you may know, the university has been actively engaged in strategic planning since 1995 when it published its first plan, titled *Launch Forth*.

The main strategic issues found in our 2011-2014 Strategic Plan include:

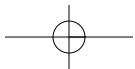
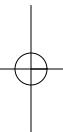
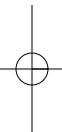
1. Students;
2. Research, Creative Activity and Scholarship;
3. Needs of Province;
4. Conditions for Success.

My signature below is indicative of the Board's accountability for the preparation of this plan and the achievement of the specific goals and objectives found in the strategic issues section.

Sincerely,

A handwritten signature in black ink that reads "Robert E. Simmonds".

Robert E. Simmonds, QC  
Chair, Board of Regents





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# PLAN AT A GLANCE

## VISION

Memorial University will remain a highly accessible and comprehensive institution that is true to its core values. It will be an exciting place to work and study and will boast of a highly supportive environment where students, faculty and staff can thrive. It will be inclusive but at the same time sufficiently focused so that the university builds on its natural advantages/strengths and on the needs of the province.

## MISSION

*Memorial University is an inclusive community dedicated to creativity, innovation and excellence in teaching and learning, research and scholarship, and to public engagement and service. We recognize our special obligation to the people of Newfoundland and Labrador.*

*Memorial welcomes students and scholars from all over the world and contributes knowledge and shares expertise locally, nationally and internationally.*

## GOALS

Memorial University operates on a six-year planning cycle. The goals set out in this document form the second three-year plan for government based on Memorial's current six-year plan.

### ISSUE 1: Students and the Teaching and Learning Environment

#### **GOAL 1: By March 31, 2014, Memorial University will have enhanced its teaching and learning environment.**

#### **OBJECTIVES:**

1. By March 31, 2012, Memorial University will have developed a teaching and learning framework that identifies opportunities and initiatives to enhance the environment, and the university will have commenced implementation of this framework.
2. By March 31, 2013, Memorial University will continue to implement initiatives of the teaching and learning framework to enhance the environment.
3. By March 31, 2014, Memorial University will have implemented the framework and enhanced its teaching and learning environment.

**GOAL 2: By March 31, 2014, Memorial University will have improved student success and retention.**

**OBJECTIVES:**

1. By March 31, 2012, Memorial University will have commenced implementation of opportunities and initiatives to improve student success.
2. By March 31, 2013, Memorial University will continue to implement initiatives toward improved student success.
3. By March 31, 2014, Memorial University will have implemented the identified initiatives toward improved student success.

**ISSUE 2: Research, Creative Activity and Scholarship**

**GOAL 3: By March 31, 2014, Memorial University will have enhanced its research profile and productivity.**

**OBJECTIVES:**

1. By March 31, 2012, Memorial University will have completed a strategic plan for research and creative activity and begun to implement the priority areas outlined in the plan.
2. By March 31, 2013, Memorial University will continue to implement select priority areas identified in its research plan.
3. By March 31, 2014, Memorial University will have implemented its research and creative activity strategic plan.

**ISSUE 3: Needs of the Province**

**GOAL 4: By March 31, 2014, Memorial University will have enhanced the delivery of university educational opportunities in the province.**

**OBJECTIVES:**

1. By March 31, 2012, Memorial University will have commenced select opportunities, initiatives and partnerships to enhance the delivery of university education.
2. By March 31, 2013, Memorial University will have continued select opportunities, initiatives and partnerships to enhance the delivery of university educational opportunities in the province.
3. By March 31, 2014, Memorial University will have implemented opportunities, initiatives and partnerships to enhance the delivery of university education.

**GOAL 5: By March 31, 2014, Memorial University will have enhanced its international profile and undertaken activities and initiatives to increase international student enrollment.**

**OBJECTIVES:**

1. By March 31, 2012, Memorial University will have completed an international strategic plan, and commenced implementation.
2. By March 31, 2013, Memorial University will have continued to implement the key initiatives outlined in its international plan.
3. By March 31, 2014, Memorial University will have enhanced its presence and activities internationally in an effort to increase its international student enrollment.

**ISSUE 4: Conditions for Success**

**GOAL 6: By March 31, 2014, Memorial University will have enhanced its teaching, research and residence infrastructure in order to achieve its strategic goals.**

**OBJECTIVES:**

1. By March 31, 2012, Memorial University will have commenced steps to enhance the teaching, research and residence infrastructure on its campuses.
2. By March 31, 2013, Memorial University will have undertaken additional steps to enhance teaching, research and residence infrastructure on its campuses.
3. By March 31, 2014, Memorial University will have further enhanced its teaching, research and residence infrastructure through implementation of year three initiatives included in its infrastructure plan.

## INSTITUTIONAL OVERVIEW

Memorial University College was founded in 1925 and named in honour of those who fought in World War I. The college began as a small campus in St. John's with an initial enrollment of 55 students and a full-time teaching staff of six. Following confederation in 1949, the college was granted university status by the first provincial government of Newfoundland and Labrador.

The new university quickly outgrew its original campus on Parade Street and in 1961, Memorial University relocated its St. John's campus. In 1975, the Grenfell campus in Corner Brook was established to meet the demand for university education on the west coast of the province. In 1992, the Marine Institute in St. John's merged with Memorial University, increasing the physical size of the university in the province to three campuses. In addition, the university has a campus in Harlow, England to provide students with the opportunity to benefit from an international experience.

The university is governed by a Board of Regents, including: ex-officio, members appointed by the Lieutenant-Governor in Council, members elected by Memorial University Alumni Association, and student members appointed by the Lieutenant-Governor in Council. Membership of the Board of Regents as of April 1, 2011 is given in the following table.

Ex-officio	Appointed by Lieutenant-Governor in Council	Elected by Memorial University Alumni Association	Students Appointed by Lieutenant-Governor in Council
General Rick Hillier (Retired), Chancellor	Robert E. Simmonds QC, Chair, Board of Regents	Rex Gibbons	Roger Bill
Dr. Gary Kachanoski, President and Vice-Chancellor	Sheila Ashton	Ken Marshall	Richard Chislett
Dr. Evan Simpson, Vice-President (Academic) and Pro Vice-Chancellor <i>Pro Tempore</i>	Gilbert Bennett	Julie Browne	Sarah Ann King
	Jerry Byrne	Eleanor Swanson	
	Pat Coish-Snow	Auburn Warren	
	Mary Cormier	Jennifer Guy	
	Brian Dalton		
	Michelle Daye		
	Noreen Greene-Fraize		
	Jim Keating		
	Bill Matthews		
	Vinod Patel		
	Tony Roche		
	Kathleen Roul		
	Donna Stone		

Today, Memorial is the largest university in Atlantic Canada and this status has been achieved in large measure by educating and serving the people of Newfoundland and Labrador. Memorial has been a major contributor to the social, cultural and economic development of the province having educated the vast majority of its teachers, business people, civil servants, engineers, scientists, health professionals and visual and performing artists, among others. The table below provides detailed enrollment information for fall 2010 by provincial campus, program level, gender and enrollment status.

Campus	Undergraduate/Diploma			Graduate			Grand Total
	Female	Male	Total	Female	Male	Total	
St. John's	<b>6,759</b>	<b>4,526</b>	<b>11,285</b>	<b>1,373</b>	<b>1,097</b>	<b>2,470</b>	<b>13,755</b>
Full-time	6,234	4,196	10,430	807	792	1,599	12,029
Part-time	525	330	855	566	305	871	1,726
Grenfell	<b>682</b>	<b>340</b>	<b>1,022</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,022</b>
Full-time	651	326	977	0	0	0	977
Part-time	31	14	45	0	0	0	45
Marine Institute	<b>193</b>	<b>847</b>	<b>1,040</b>	<b>7</b>	<b>33</b>	<b>40</b>	<b>1,080</b>
Full-time	149	652	801	6	25	31	832
Part-time	44	195	239	1	8	9	248
Distance	<b>894</b>	<b>599</b>	<b>1,493</b>	<b>289</b>	<b>193</b>	<b>482</b>	<b>1,975</b>
Full-time	145	97	242	47	31	78	320
Part-time	749	502	1,251	242	162	404	1,655
Nursing Schools	<b>665</b>	<b>67</b>	<b>732</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>732</b>
Full-time	631	66	697	0	0	0	697
Part-time	34	1	35	0	0	0	35
<b>Total</b>	<b>9,193</b>	<b>6,379</b>	<b>15,572</b>	<b>1,669</b>	<b>1,323</b>	<b>2,992</b>	<b>18,564</b>

As of April 2011, Memorial employed almost 5,000 faculty and staff across its three campuses as shown in the table below.

Campus	Faculty			Staff			Grand Total
	Female	Male	Total	Female	Male	Total	
St. John's	<b>495</b>	<b>700</b>	<b>1,195</b>	<b>1,728</b>	<b>1,264</b>	<b>2,992</b>	<b>4,187</b>
Full-time	407	599	1,006	1,272	937	2,209	3,215
Part-time	88	101	189	456	327	783	972
Grenfell	<b>35</b>	<b>61</b>	<b>96</b>	<b>109</b>	<b>71</b>	<b>180</b>	<b>276</b>
Full-time	33	59	92	98	63	161	253
Part-time	2	2	4	11	8	19	23
Marine Institute	<b>42</b>	<b>206</b>	<b>248</b>	<b>91</b>	<b>101</b>	<b>192</b>	<b>440</b>
Full-time	39	179	218	85	79	164	382
Part-time	3	27	30	6	22	28	58
<b>Total</b>	<b>572</b>	<b>967</b>	<b>1,539</b>	<b>1,928</b>	<b>1,436</b>	<b>3,364</b>	<b>4,903</b>

## GRENFELL CAMPUS

Memorial's Grenfell campus was established as the West Coast Regional College in 1975 and in 1979 it was re-named Sir Wilfred Grenfell College. In April 2007, the provincial government released an independent report which recommended that the Grenfell campus be granted greater autonomy, while remaining within the Memorial University system. A Vice-President for Grenfell campus has been appointed and Memorial's total operating budget accounts for a separate allocation of funds from the provincial government for the campus. The changes have been implemented to facilitate the future development of the Grenfell campus, with the goals of increasing its enrollment and enhancing its program offerings. It is anticipated this will increase the campus's contribution to the economic and cultural development of the west coast of the province.

## MARINE INSTITUTE

The Marine Institute merged with Memorial University in 1992. The institute offers a variety of graduate, undergraduate and diploma programs in areas related to fisheries and oceans along with a vast array of industrial response courses and other outreach activities. Its simulators and other research equipment are state of the art and world renowned. The institute is recognized for its uniqueness within the university and for its relevance and contribution to the international marine marketplace. Working with many partners, the Marine Institute offers one of the world's most advanced and comprehensive collections of marine research and educational facilities. The institute develops and implements its own strategic vision for delivery of its programs and initiatives.

## FINANCES

Memorial University's fiscal year is April 1 to March 31. Financial Statements are prepared by Financial and Administrative Services staff and audited by external auditors, Ernst and Young. Financial information is presented in the *President's Report*. A hard copy of the Financial Statements can be viewed at the Queen Elizabeth II Library in St. John's.

In 2011-12, the total operating budget for Memorial University (including Faculty of Medicine) is \$407 million and the capital budget is \$81 million. Revenues include: grants from the provincial government of \$357 million; tuition fees of \$43 million, a grant from the federal government of \$4 million; and smaller sources of income including endowments and investments.

## GROWTH

Growth was a major theme that emerged from the university's major planning/visioning exercise that was completed in 2007. Memorial will continue to grow in many areas, including student enrollment, program offerings, student success and retention, infrastructure and research. To help achieve strategic objectives in these areas, the university will strengthen its relationships with traditional partners and develop new ones.

The significant growth in the graduate student population in recent years, along with the relatively modest growth in undergraduate enrollment is expected to continue. The number of students from the rest of Canada will continue to grow as will the international student population. The recruitment, retention and success of students will be enhanced through growth and development of program offerings and other initiatives. Memorial is already positioned as one of the best comprehensive universities in Canada for its program offerings.

Program offerings have grown and will continue to grow, and there will be greater emphasis on experiential learning opportunities for students. Grenfell campus will offer more innovative programs, and as a result experience growth in enrollment. The Marine Institute continues to implement a strategic vision that positions it as one of the world's foremost ocean institutes with relevant programs and superior facilities. The environment of all campuses will be enhanced by new and renewed infrastructure. These types of investments will help position the university among the best in the world for its programs and research.

A research plan is in the final stages of development which will place greater emphasis on research opportunities for faculty and students. Interdisciplinary research efforts will be facilitated to result in greater levels of co-operation and collaboration within the university and with other institutions. New areas of research specialization will emerge along with exciting new educational programs. Grenfell campus will develop a stronger research mandate consistent with its strengths and the needs of the communities it serves.

## MANDATE

Memorial University was formally established by the *Memorial University Act*. Its mandate is described in Section 8 as follows:

The university shall, where and to the full extent which its resources permit provide:

- (a) instruction in all branches of liberal education that enables students to become proficient in and qualify for degrees, diplomas and certificates in science, commerce, arts, literature, law, medicine and all other branches of knowledge;
- (b) instruction, whether theoretical, technical, artistic or otherwise that is of special service to persons engaged or about to be engaged in the fisheries, manufacturing or the mining, engineering, agricultural and industrial pursuits of the province;
- (c) facilities for the prosecution of original research in science, literature, arts, medicine, law, and especially the application of science to the study of fisheries and forestry;
- (d) fellowships, scholarships, exhibitions, prizes and monetary and other aids that facilitate or encourage proficiency in the subjects taught in the university as well as original research in every branch; and
- (e) extra-collegiate and extra-university instruction and teaching and public lecturing, whether by radio or otherwise, that may be recommended by the Senate.

The legislation also defines the governance structure of the institution and powers and responsibilities vested in it. The governance system is bicameral in nature and is comprised of a Board of Regents and Senate. The Board of Regents is generally charged with the "management, administration and control of the property, revenue, business and affairs of the university". Among others, the Board has the specific power to:

- make rules and regulations concerning the meetings of the Board and its transactions;
- exercise, in the name and for the benefit of the university and as the act and deed of the university, any or all powers, authorities and privileges conferred upon the university as a corporation by this Act;
- acquire, maintain and keep in proper order real property;

- lay out and spend sums that may be considered necessary for the support and maintenance of the university;
- appoint the leadership, faculty and staff of the university;
- establish faculty councils and other bodies with the university; and
- fix, determine and collect all fees and charges to be paid to the university.

The Senate has “general charge of all matters of an academic character”. Some of its key powers include:

- determining the degrees, including honorary degrees, diplomas and certificates of proficiency to be granted by the university and the persons to whom they shall be granted;
- determining the conditions of matriculation and entrance, the standing to be allowed students entering the university and all related matters;
- considering and determining all courses of study and all matters relating to courses of study;
- regulating instruction and determining the methods and limits of instructions;
- preparing the calendar of the university for publication; and
- exercising disciplinary jurisdiction with respect to students in attendance at the university by way of appeal of the faculty council.

In addition, the Act also addresses a number of other issues such as exemption from taxation, protection from liability, audit, annual reporting, parking and the appointment of the president.

Article 36(2) of the Act mandates that the university cannot incur liability or make an expenditure that exceeds one-quarter of one percent of its total annual operating revenue. Article 38.1 of the Act is intended to preserve the autonomy of the institution, stating that the university is not an agency of the Crown for the purpose of the Auditor General Act or any other purpose. The university is subject to the *Transparency and Accountability Act*, though there are clauses in that Act intended to protect the autonomy of the institution.

## LINES OF BUSINESS

Memorial is a very diverse institution that offers four major lines of business, including teaching, research and scholarly activity, and service and administration.

- A. Teaching – Memorial offers a multitude of certificate, diploma, undergraduate and graduate programs at its three major campuses in St. John’s and Corner Brook and via distance education. In this capacity, the university is solely responsible for the following: the development and delivery of program curriculum; the evaluation of students; and the academic policies and standards that govern programs.
- B. Research and Scholarly Activity – Memorial’s faculty members are expected to conduct research and engage in scholarly activity that keeps them at the forefront of their respective disciplines. Memorial has a number of research centres and institutes that are focused on a variety of issues relevant to the province and beyond such as cold ocean engineering, marine science and social and economic development.

C. Community Service – Memorial engages in a vast array of activities beyond its core mandate of teaching and research. Internally, faculty members serve the institution primarily by serving on governing bodies such as Senate, or as members of committees in support of a collegial and consultative culture. Externally, faculty members lend their expertise to committees and advisory boards and conduct applied research that is directly applicable to community issues. Memorial has strong community linkages and addresses needs of the province through a number of outreach entities such as the Gardiner Centre, the Genesis Group, and the Harris Centre for Regional Development Studies.

In addition, the university offers services to the general public, such as The Works (the Memorial University Recreational Complex Inc., consisting of the Aquarena, the Field House and other facilities), the Botanical Garden, and the Newfoundland Quarterly, among others.

D. Administration – An institution the size of Memorial requires a significant central administration to ensure it operates efficiently and effectively. Some of the major functions include registrarial services, human resource management, finance, academic and administrative computing, facilities management, marketing and communications, student affairs, risk management/audit, alumni relations and development, and analysis and planning.

## CORE VALUES AND PRINCIPLES

A set of strongly held core values and principles guide the university as it makes decisions that shape its future.

- Quality and Excellence – Memorial seeks to achieve the highest possible quality in the delivery of programs and services and the research it conducts, striving for excellence in all that it does.
- Creativity, Ingenuity and Innovation – Memorial will foster a climate that encourages people to be creative and innovative.
- Equity, Equality and Diversity – Memorial values the diversity within the institution and treats people in an equitable manner.
- Accessibility – Memorial strives to be accessible to students.
- Collegiality and Co-operation – Memorial must continue to be a place where people conduct themselves in a respectful, collegial and co-operative manner, both among campuses and among the academic and administrative entities that comprise them.
- Responsiveness and Flexibility – Memorial has an obligation to be responsive to identified needs and will seek to be more flexible.
- Competitiveness – Memorial strives to be nationally and internationally competitive in all that it does.
- High Ethical Standards – Memorial holds itself to the highest ethical standards in its teaching, research and service.
- Sustainability – Memorial acts in a manner that is environmentally, economically and socially sustainable, both in its administration and in its program development.
- Accountability and Transparency – Memorial recognizes that accountability and transparency are essential characteristics of its culture.

# PRIMARY CLIENTS AND VISION

## A. Primary Clients

Memorial University has four groups of primary clients. They are:

- Students
  - certificate
  - diploma
  - undergraduate
  - graduate
- Alumni
- Funders
  - provincial government
  - federal government (research)
  - other
- Communities

## B. Vision

Memorial will remain a highly accessible and comprehensive institution that is true to its core values. It will be an exciting place to work and study and will boast of a highly supportive environment where students, faculty and staff can thrive. It will be inclusive but at the same time sufficiently focused so that the university builds on its natural advantages/strengths and on the needs of the province.

## MISSION

Memorial's mission statement was initially set out in its first strategic planning document, *Launch Forth*. In recent years, there have been concerted efforts to look beyond the borders of this province, actively recruiting students nationally and internationally, and seeking to become more involved in international ventures but this was not recognized as part of Memorial's mission. To address this, the mission statement has been revised as follows:

*Memorial University is an inclusive community dedicated to creativity, innovation and excellence in teaching and learning, research and scholarship and to public engagement and service. We recognize our special obligation to the people of Newfoundland and Labrador.*

*Memorial welcomes students and scholars from all over the world and contributes knowledge and shares expertise locally, nationally and internationally.*

**MEASURE:** Demonstrated excellence in higher education, particularly in the areas of teaching, research and service to the community.

### INDICATORS:

- Enhanced efforts in support of student success
- Enhanced academic programming responsive to students' needs
- Enhanced research profile, with emphasis on meeting the needs of the province
- Enhanced facilities to accommodate anticipated growth

# STRATEGIC ISSUES

## ISSUE 1: STUDENTS AND THE TEACHING AND LEARNING ENVIRONMENT

Students will continue to be a central focus of Memorial University. The university will seek to further diversify the student body seeking significant growth in the graduate population and modest growth in the undergraduate population. The Grenfell campus will experience significant undergraduate enrollment growth and begin offering graduate programs. The Marine Institute will increase its graduate and undergraduate enrollment as it continues to implement its strategic vision.

Memorial has an obligation to provide a high quality education for its students in a teaching and learning environment that allows them to fully develop their potential to become active, engaged and productive members of their community, the province and the world. Student success and retention while attending the university and afterwards is a key measure of achievement.

Memorial will engage in university wide assessment of its teaching and learning environment and reconsider its initiatives on student retention and success by developing and implementing strategies to improve the advancement of undergraduate and graduate students. The university will ensure it remains comprehensive in its offerings and strengthens its research base. It will ensure that its programs remain relevant, its curricula reflect the most current developments in the disciplines, and the methods of delivery reflect the best emerging practices. It will also take a leading role amongst Canadian universities in creating innovative programs that meet the needs of students and society.

### **GOAL 1: By March 31, 2014, Memorial University will have enhanced its teaching and learning environment.**

**MEASURE:** Enhanced teaching and learning environment

**INDICATORS:**

- Enhanced facilities in St. John's and Corner Brook in support of teaching, research and administration
- Increased support of innovations and improvements in teaching and program delivery, including flexible modes of delivery
- Improved and expanded teaching and learning space
- Enhanced supports for teaching development
- Enhanced experiential and co-operative education opportunities

**OBJECTIVES:**

1. By March 31, 2012, Memorial University will have developed a teaching and learning framework that identifies opportunities and initiatives to enhance the environment, and the university will have commenced implementation of this framework.

**MEASURE:** Developed a teaching and learning framework

Commenced implementation of the framework

### INDICATORS:

- Identified teaching and learning environment initiatives, in consultation with the university community and its stakeholders, which are consistent with the strategic direction of the university
- Drafted and finalized the framework with input from the university community and its stakeholders
- Implemented select initiatives included in the framework with the university community and its stakeholders

### OBJECTIVES:

2. By March 31, 2013, Memorial University will continue to implement initiatives of the teaching and learning framework to enhance the environment.
3. By March 31, 2014, Memorial University will have implemented the framework and enhanced its teaching and learning environment.

## **GOAL 2: By March 31, 2014, Memorial University will have improved student success and retention.**

**MEASURE:** Improved student success

Improved student retention

### INDICATORS:

- Improved retention, time to graduation and graduation rates
- Enhanced non-traditional learner support mechanisms and increased number of non-traditional learners enrolled
- Improved performance in first-year courses
- Improved resources for career development, advising and counseling, and other services

### OBJECTIVES:

1. By March 31, 2012, Memorial University will have commenced implementation of opportunities and initiatives to improve student success.

**MEASURE:** Commenced implementation of initiatives

### INDICATORS:

- Identified opportunities to improve student success through improved engagement of the university community and its stakeholders
- Implemented select identified initiatives to improve retention, time to graduation and completion rates at both the graduate and undergraduate level
- Improved support services, awards, scholarships for students

**OBJECTIVES:**

2. By March 31, 2013, Memorial University will continue to implement initiatives toward improved student success.
3. By March 31, 2014, Memorial University will have implemented the identified initiatives toward improved student success.

**ISSUE 2: RESEARCH, CREATIVE ACTIVITY AND SCHOLARSHIP**

Memorial remains committed to fostering a vibrant culture of scholarly inquiry, where knowledge is created and transformed with excitement, creativity and rigor. All forms of research, creative activity and scholarship that are appropriate to the university's many and varied disciplines are valued. To sustain such a culture of inquiry, Memorial must support the individual scholar as well as encourage multi- and inter-disciplinary research collaborations. These activities must be actively supported at all levels of the university community, with a view not only to advancing scholarly knowledge but also to having an impact on external communities at local, national and international levels.

The development of Newfoundland and Labrador remains central to research activity at the university. Equally important is how research activity is situated in global terms. To face the complexity of 21st century life, especially as technology increasingly informs the ways we understand and shape the world, Memorial will develop a research strategy that will enable fruitful, cross-disciplinary approaches and the sharing of resources. A research strategy will focus and generate ideas as well as educate highly-qualified people in a manner that will allow the province to flourish in the global knowledge-intensive economy.

Exciting research is already taking place at the boundaries of traditional disciplines, where investigators from diverse fields form research teams. Cross-disciplinary research teams are able to solve complex, multi-faceted problems by bringing together individual strengths. Building and enhancing this culture and strengthening the environment are vital for continued success. The university must be responsive to new and emerging opportunities, and effectively support the process of moving ideas through to full proposals.

External funding is vital for the research programs of many of Memorial's faculty. The university will continue to seek new sources of external funding so that research carried out by faculty, staff and students can flourish in an environment committed to academic freedom and independent thought.

**GOAL 3: By March 31, 2014, Memorial University will have enhanced its research profile and productivity.**

**MEASURE:** Enhanced research profile

Enhanced research productivity

**INDICATORS:**

- Enhanced set of thematic interests
- Increased number of research-active faculty
- Increased number of cross-disciplinary groups and collaborations and funding for the initiatives

**OBJECTIVES:**

1. By March 31, 2012, Memorial University will have completed a strategic plan for research and creative activity and begun to implement the priority areas outlined in the plan.

**MEASURE:** Completed the plan

Implemented select plan priorities

**INDICATORS:**

- Completed the strategic plan for research and creative activity
- Enhanced thematic interests, as set out in the strategic plan for research and creative activity, to: recognize Memorial's strengths and the strengths of each campus; support the needs of different regions of the province; and embrace global opportunities
- Increased organization of research faculty and cross-disciplinary groups in the key thematic areas
- Increased organization of collaboration with researchers from outside the university (both public and private sector)
- Enhanced development of new sources of seed and start-up funding for development of new research initiatives, partnerships and collaborations
- Increased organization of services and systems that enable research activity and the ability to assess the impact and benefits of research, participation levels, as well as the levels of funding received

**OBJECTIVES:**

2. By March 31, 2013, Memorial University will continue to implement select priority areas identified in its research plan.
3. By March 31, 2014, Memorial University will have implemented its research and creative activity strategic plan.

**ISSUE 3: NEEDS OF THE PROVINCE**

Memorial has played a major role in the development of the province and remains committed to its cultural, social and economic needs. The university's involvement with regional and rural development in the province dates back to at least the early 1960s. Education and research projects undertaken by the Marine Institute, the Faculty of Education, the Institute for Social and Economic Research and Coasts Under Stress, to name just a few, have continued to build on the tradition of service.

Memorial takes its expertise out to the communities of Newfoundland and Labrador, and beyond, for purposes of learning more about the challenges people face and raising awareness of the value of a highly educated population. These purposes are fulfilled in a number of ways. Some examples are below.

- The Leslie Harris Centre of Regional Policy and Development demonstrates Memorial's commitment to helping communities achieve sustainability.
- Memorial continues to actively encourage entrepreneurial development through initiatives like the Genesis Group and the industrial support activities of the Marine Institute, among other initiatives.

- A revamped and refocused Labrador Institute, in collaboration with the Marine Institute, the Harris Centre and College of the North Atlantic, among others, helps the university meet its commitment to an enhanced presence and mandate in Labrador.
- A Task Force on Aboriginal Initiatives has assessed barriers to access that need to be removed for aboriginal students to have full access. This includes the exploration of transitional programs that look towards creating the conditions for success. Memorial recognizes the need to create an environment that welcomes and promotes the success of aboriginal students.
- Memorial attracts international students to the province, which greatly enhances the diversity of the institution. The university will work with government to create the conditions that will encourage more of these students to stay here after they graduate.

If the resources of the province are to be utilized to obtain maximum benefit in the future, the university will need to forge stronger linkages with its traditional partners, seek out new opportunities for collaboration and continue to work to bring people together in the province and beyond in innovative ways.

**GOAL 4: By March 31, 2014, Memorial University will have enhanced the delivery of university educational opportunities in the province.**

**MEASURE:** Enhanced delivery of educational opportunities

**INDICATORS:**

- Assessed needs and wants of students, employers and the province for the delivery of education
- Enhanced collaborations with other institutions
- Improved transfer of knowledge and research expertise throughout the province
- Increased enrollment of non-traditional students
- Increased the number of courses and programs offered by distance

**OBJECTIVES:**

1. By March 31, 2012, Memorial University will have commenced to select opportunities, initiatives and partnerships to enhance the delivery of university education.

**MEASURE:** Commenced opportunities  
Commenced initiatives  
Commenced partnerships

**INDICATORS:**

- Improved engagement of the university community and its stakeholders in identifying delivery opportunities
- Increased activities relating to connections and partnerships with College of the North Atlantic and the K-12 system as well as other organizations such as regional development boards, provincial government, federal government, private business, community organizations and research foundations

- Increased communication with all areas of the province to address the needs of different regions and communities
- Identified opportunities and initiatives to enhance university outreach and lifelong learning initiatives
- Increased enrollment of non-traditional students

#### **OBJECTIVES:**

2. By March 31, 2013, Memorial University will have continued to select opportunities, initiatives and partnerships to enhance the delivery of university educational opportunities in the province.
3. By March 31, 2014, Memorial University will have implemented opportunities, initiatives and partnerships to enhance the delivery of university education.

#### **GOAL 5: By March 31, 2014, Memorial University will have enhanced its international profile and undertaken activities and initiatives to increase international student enrollment.**

**MEASURE:** Enhanced international profile

#### **INDICATORS:**

- Activities and initiatives in support of increased international student enrollment
- Enhanced focus on opportunities with the development of an international strategic plan
- Increased services and support provided for international students
- Increased number of programs with an international component
- Increased number of students involved in international development projects

#### **OBJECTIVES:**

1. By March 31, 2012, Memorial University will have completed an international strategic plan, and commenced implementation.

**MEASURE:** Completed international strategic plan

Commenced implementation of the plan

#### **INDICATORS:**

- Completed the international strategic plan
- Enhanced international recruitment efforts at the graduate and undergraduate levels
- Increased international components in curriculum and programs as appropriate
- Enhanced opportunities for Memorial students to study internationally
- Increased number of students involved in international development projects at home and abroad
- Enhanced facilities and services to support international students

- Increased activities relating to connections and partnerships with international institutions (Memorial attracts international students to the province, which greatly enhances the diversity of the institution and helps it maintain enrollment levels at the current rate despite declining enrollment in the provincial K-12 population. This in turn ensures the continued viability and variety of programming at the university. The university will work with government to create the conditions that will encourage more of these students to stay here after they graduate.)

#### **OBJECTIVES:**

2. By March 31, 2013, Memorial will have continued to implement the key initiatives outlined in its international plan.
3. By March 31, 2014, Memorial University will have enhanced its presence and activities internationally in an effort to increase its international student enrollment.

### **ISSUE 4: CONDITIONS FOR SUCCESS**

For Memorial to be successful in achieving all its goals, an institutional commitment must be made to create the conditions necessary for future success. Perhaps the biggest challenge to achieving these goals is a lack of space and aging infrastructure. Many of the buildings on Memorial's three major campuses are more than 30 years old and in need of revitalization. New infrastructure is also needed to ensure that the university is able to meet its objectives. There is still much to be done, and the campus master plan clearly articulates these needs.

Many of the goals that have been outlined simply cannot occur without a renewed commitment of the university community and the community-at-large. In recent years, government has made very significant commitments that have allowed the university to address infrastructure issues.

### **GOAL 6: By March 31, 2014, Memorial University will have enhanced its teaching, research and residence infrastructure in order to achieve its strategic goals.**

**MEASURE:** Enhanced infrastructure facilities

#### **INDICATORS:**

- Enhanced and new space on the St. John's campus, at the Marine Institute and in Corner Brook in support of teaching, research and administration
- Improved and enhanced student residence space in St. John's and Corner Brook
- Improved space allocation mechanisms through development of a comprehensive space plan
- Increased emphasis on deferred maintenance issues

#### **OBJECTIVES:**

1. By March 31, 2012, Memorial University will have commenced steps to enhance the teaching, research and residence infrastructure on its campuses.

**MEASURE:** Commenced steps to enhance infrastructure

**INDICATORS:**

Developed, approved and commenced implementation of an infrastructure plan which will include initiatives which will:

- Enhance external resources sufficient to maintain current infrastructure at an acceptable level
- Advocate for and identify infrastructure development for academic and non-academic space
- Enhance integration of student common areas into space-allocation initiatives and future campus planning strategies
- Enhance research infrastructure
- Increase graduate and undergraduate student housing spaces and upgrade existing housing facilities to modern standards

**OBJECTIVES:**

2. By March 31, 2013, Memorial University will have undertaken additional steps to enhance teaching, research and residence infrastructure on its campuses.
3. By March 31, 2014, Memorial University will have further enhanced its teaching, research and residence infrastructure through implementation of year three initiatives included in its infrastructure plan.

## CONCLUSION

Memorial has accomplished a great deal since its inception in 1925 and continues to aspire to the goal set by the province's first premier who felt it should strive to become the most distinguished institution for its size in the world. Through its initiatives and partnerships, the university has grown from a small, predominantly undergraduate institution into a diverse, multi-campus institution. The university intends to build on its successes in areas of student enrollment, program offerings, student success and retention, infrastructure and research.

The future holds challenges that are provincial, national and international in scope. Most of these challenges will bring about tremendous opportunities for those institutions that are ready to meet them. The university will be responsive to new and emerging opportunities by enhancing its graduate-level programs and research and improving its teaching and learning environment.

Memorial will honour its obligations to be open and transparent with its constituents, accountable to its funders, and responsible for its actions. In the spirit of transparency and accountability, the university will continue to operate in a manner that allows open communication about its activities, progress towards stated goals and objectives, and use of resources.

