



MEMORIAL UNIVERSITY OF NEWFOUNDLAND

STRATEGIC PLAN SUBMISSION

to the Department of Advanced Education and Skills
Government of Newfoundland and Labrador

APRIL 1, 2014–MARCH 31, 2017



Board of Regents

St. John's, NL Canada A1C 5S7
Tel: 709 864 8281
regents@mun.ca www.mun.ca/regents

June 18, 2014

Honourable Kevin O'Brien, MHA
Minister of Advanced Education and Skills
Government of Newfoundland and Labrador
Confederation Building
St. John's, NL A1B 4J6

Dear Minister O'Brien:

In accordance with the Board of Regents' responsibilities under the *Transparency and Accountability Act*, I am pleased to present the 2014-2017 Strategic Plan for Memorial University covering the period from April 1, 2014 to March 31, 2017. Pursuant to legislation, the Board is designated as a category 1 entity and is required to prepare a strategic plan.

The 2014-2017 plan represents the fourth plan presented by Memorial University. In the last three years, Memorial has undertaken significant administrative and structural changes which have resulted in renewed strategic directions and priorities. The goals and objectives set out in this plan address four strategic issues directly related to the mission of the University. The strategic issues include:

1. Teaching and learning
2. Research, scholarship and creative activity
3. Public engagement
4. Enabling 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 set out to address the strategic issues.

Sincerely,

A handwritten signature in blue ink, appearing to read "Iris Petten".

Iris Petten
Chair, Board of Regents

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PLAN AT A GLANCE

VISION

Memorial University will be one of the most distinguished public universities in Canada and beyond, and will fulfill its special obligation to the people of Newfoundland and Labrador.

MISSION

Memorial University is an inclusive community dedicated to innovation and excellence in teaching and learning, research, scholarship, creative activity, service and public engagement.

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

By March 31, 2017, Memorial University will have demonstrated innovation and excellence through enhanced teaching and learning, research, scholarship, creative activity, service and public engagement.

GOALS

Memorial University sets out a three-year plan for government in this document including goals and objectives that address four strategic issues directly related to the mission of the University. The strategic issues include: teaching and learning; research, scholarship and creative activity; public engagement; and factors that will enable success.

ISSUE 1: TEACHING AND LEARNING

GOAL 1: By March 31, 2017, Memorial University will have strengthened its teaching and learning.

Objective 1: By March 31, 2015, Memorial University will have undertaken activities to strengthen its teaching and learning.

Objective 2: By March 31, 2016, Memorial University will have continued to undertake activities to strengthen its teaching and learning.

Objective 3: By March 31, 2017, Memorial University will have implemented activities to strengthen its teaching and learning.

ISSUE 2: RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITY

GOAL 2: By March 31, 2017, Memorial University will have enhanced its creation and profile of research and scholarly knowledge.

Objective 1: By March 31, 2015, Memorial University will have undertaken activities to enhance its creation and profile of research and scholarly knowledge.

Objective 2: By March 31, 2016, Memorial University will have continued to undertake activities to enhance its creation and profile of research and scholarly knowledge.

Objective 3: By March 31, 2017, Memorial University will have implemented activities to enhance its creation and profile of research and scholarly knowledge.

ISSUE 3: PUBLIC ENGAGEMENT

GOAL 3: By March 31, 2017, Memorial University will have enhanced its public engagement with the province and beyond.

Objective 1: By March 31, 2015, Memorial University will have undertaken activities to enhance its public engagement with the province and beyond.

Objective 2: By March 31, 2016, Memorial University will have continued to undertake activities to enhance its public engagement with the province and beyond.

Objective 3: By March 31, 2017, Memorial University will have implemented activities to enhance its public engagement with the province and beyond.

ISSUE 4: ENABLING SUCCESS

GOAL 4: By March 31, 2017, Memorial University will have enhanced infrastructure and operational efficiency of the institution.

Objective 1: By March 31, 2015, Memorial University will have commenced activities to enhance infrastructure and operational efficiency.

Objective 2: By March 31, 2016, Memorial University will have continued activities to enhance infrastructure and operational efficiency.

Objective 3: By March 31, 2017, Memorial University will have furthered activities to enhance infrastructure and operational efficiency.

INSTITUTIONAL OVERVIEW

Founded in 1925 to honour those who served Newfoundland in World War I, Memorial University began as a small college in St. John's with an initial enrollment of 55 students and a full-time teaching staff of six. Following confederation with Canada in 1949, the college was granted university status by the first provincial government of Newfoundland and Labrador. The university began with a simple purpose of providing university education and its benefits to the province and its people. By 1961, Memorial's enrollment had reached 1,925 and the St. John's campus moved to its current location on Elizabeth Avenue.

In 1975, the Sir Wilfred Grenfell College was established in Corner Brook to address the educational needs of the west coast of the province and in 2010 the college was restructured to become Grenfell campus. The Marine Institute merged with the university in 1992 and completes the number of campuses in the province to three. The university also has a presence in Labrador, and operates a small campus in Harlow, England to provide students with the opportunity to have an international educational experience. Currently, Memorial has a total enrollment over 18,000, making it one of the largest educational institutions in eastern Canada.

Over time, Memorial has evolved to become a comprehensive, academically excellent university, that has remained true to its original goal of providing access to university education for the people of the province and to contribute to the social, cultural, scientific and economic development of Newfoundland and Labrador and beyond. The university has also developed a national and international presence as evidenced by the rapidly increasing enrollment of students from other provinces and countries, which now make up about 29% of the total graduate and undergraduate population.

Today, Memorial University is a multi-campus, multi-disciplinary, public university committed to excellence in teaching and learning, research, scholarship, creative activity, service and public engagement with the people of the province and beyond. Memorial fulfills its commitments with highly-regarded and specialized programs, services and facilities in such diverse areas as business, music, education, linguistics, fine arts, folklore, earth sciences, cold-ocean engineering, maritime studies, rural health care and archaeology. The university also offers extensive on-line courses and programs, which makes the institution even more accessible to the people that it serves.

The *Memorial University Act* specifies the role, responsibilities, structure and other governance and administrative aspects of the university. 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, 2014 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
<p>Dr. Susan Dyer Knight, Chancellor</p> <p>Dr. Gary Kachanoski, President and Vice-Chancellor</p> <p>Dr. David Wardlaw, Provost and Vice-President (Academic) and Pro-Vice Chancellor</p>	<p>Iris Petten, Chair, Board of Regents</p> <p>Eleanor Swanson, Vice-Chair, Board of Regents</p> <p>Sheila Ashton</p> <p>Steve Belanger</p> <p>Gilbert Bennett</p> <p>Pat Coish-Snow</p> <p>Mary Cormier</p> <p>Michelle Daye</p> <p>Jim Keating</p> <p>Bill Matthews</p> <p>Vinod Patel</p> <p>Tony Roche</p> <p>Kathleen Roul</p> <p>Donna Stone</p>	<p>Margaret (Pegi) Earle</p> <p>Rex Gibbons</p> <p>Kimberly Keating</p> <p>Susan Murray</p> <p>Luke Pike</p> <p>George Tucker</p>	<p>Asan Mohideen</p> <p>Candace Simms</p> <p>Edmund Walsh</p>

Memorial's enrolment for the first year after receiving university status stood at only 307 students. Today, the university is home to 18,444 undergraduate and graduate students. While this status has been achieved in large measure by educating and serving the people of Newfoundland and Labrador, the university now enrolls a more diverse population of students from local, national and international communities. The table below provides detailed enrollment information for fall 2013 by provincial campus, program level, gender and enrollment status.

	Undergraduate/Diploma			Graduate			Total
	Female	Male	Total	Female	Male	Total	
St. John's Campus	6,536	4,511	11,047	1,886	1,536	3,422	14,469
Full-time	6,178	4,315	10,493	1,018	1,086	2,104	12,597
Part-time	358	196	554	868	450	1,318	1,872
Grenfell Campus	974	373	1,347	7	8	15	1,362
Full-time	932	345	1,277	6	6	12	1,289
Part-time	42	28	70	1	2	3	73
Marine Institute Campus	271	772	1,043	39	89	128	1,171
Full-time	168	548	716	9	17	26	742
Part-time	103	224	327	30	72	102	429
Distance	908	534	1,442	0	0	0	1,442
Full-time	132	98	230	0	0	0	230
Part-time	776	436	1,212	0	0	0	1,212
Total	8,689	6,190	14,879	1,932	1,633	3,565	18,444

As of April 2014, Memorial employed approximately 5,000 faculty and staff across its three campuses in the province as shown in the table below.

	Faculty			Staff			Total
	Female	Male	Total	Female	Male	Total	
St. John's Campus	514	667	1,181	1,825	1,329	3,154	4,335
Full-time	438	585	1,023	1,301	947	2,248	3,271
Part-time	76	82	158	524	382	906	1,064
Grenfell Campus	43	71	114	117	105	222	336
Full-time	36	68	104	104	80	184	288
Part-time	7	3	10	13	25	38	48
Marine Institute Campus	48	165	213	92	99	191	404
Full-time	47	159	206	92	79	171	377
Part-time	1	6	7	0	20	20	27
Total	605	903	1,508	2,034	1,533	3,567	5,075

ST. JOHN'S CAMPUS

The St. John's campus is Memorial's largest campus with more than 40 buildings that house the teaching and research facilities of six faculties and six schools. The campus offers undergraduate, graduate and professional programs in a comprehensive range of disciplines. Research facilities support the diversity of disciplines and reflect the university's mid-North Atlantic location and unique cultural heritage. The campus also provides central administrative services for the entire system and houses the Queen Elizabeth II Library, which has one of the strongest library collections in Atlantic Canada. Other facilities, such as The Works and the University Student Centre, offer recreational and social opportunities to students, faculty, staff and the public.

GRENFELL CAMPUS

Grenfell campus is Memorial's west coast location in Newfoundland. Initially created to provide students with an opportunity to complete the first two years of their program on the west coast, the campus has evolved to offer a host of undergraduate degree programs in arts, sciences, environmental studies and fine arts, among others. Grenfell now offers a graduate program in Environmental Policy as well. The campus is an attractive alternative to the larger-campus experience while providing an educational experience that is second to none. Grenfell campus is responsible for developing its vision and strategic direction.

MARINE INSTITUTE CAMPUS

The Marine Institute (MI) was established as the College of Fisheries, Navigation, Marine Engineering and Electronics in 1964 and merged with Memorial University in 1992. The institute's main campus is located in St. John's, with facilities in Foxtrap, Holyrood, Stephenville, Lewisporte and the Southside of St. John's harbour. Having one of the most advanced and comprehensive collections of marine research and educational facilities, MI is recognized globally as a leader in marine education and applied research. MI 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. Recognized for its uniqueness within the university and for its relevance and contribution to the international marine marketplace, the institute develops and implements its own strategic vision for delivery of its programs and initiatives.

LABRADOR INSTITUTE

The keystone of Memorial University's presence in Labrador is the Labrador Institute. Established in 1977, the Labrador Institute is mandated to stimulate, coordinate, and support major university projects and programs and to expand the Labrador knowledge base. The goal is that the activities of the Labrador Institute will facilitate the educational aspirations, research requirements, and the socio-cultural well-being of the people of Labrador. The institute has an advisory board made up of residents from various parts of Labrador. It has offices in three locations including Happy Valley-Goose Bay, Labrador City, and North West River. All offices are co-located with the College of the North Atlantic.

HARLOW CAMPUS

Memorial University's Harlow Campus is located abroad in Old Harlow, Essex, UK. Harlow is used by a subset of the academic units of campuses in Newfoundland and Labrador to offer programs and deliver credit courses in the UK. The campus also houses a limited number of interns of professional programs including Social Work, Pharmacy, Business, and Engineering. The campus is also available as a base for faculty members and graduate students conducting research or further study in the UK. Harlow accommodates 51 students and three faculty members and their families.

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. Hard copy of the Financial Statements can be viewed at the Queen Elizabeth II Library in St. John's and electronic copy can be found online.

In 2014-15, the total operating budget for the university (including Faculty of Medicine) is \$448.8 million and the capital budget is \$19.3 million. Revenues include: grants from the provincial government of \$397.7 million; tuition fees of \$44.4 million, a grant from the federal government of \$4.1 million; and smaller sources of income including endowments and investments.

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 the 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 within 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.

Subsection 36(2) of the Act mandates that the university cannot incur liability or make an expenditure, without the consent of the Lieutenant-Governor in Council, that exceeds one-quarter of one percent of the total of a grant made to the university by the Legislature and estimated revenue of the university from other sources for the current year. Section 38.1 of the Act is intended to preserve the autonomy of the institution, ensuring that the merits of decisions or actions of the Board or the Senate taken in contemplation of work customarily associated with a university is not questioned by the Auditor General and 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 sections in the Act intended to protect the autonomy of the institution.

PRIMARY CLIENTS

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

1. Students
 - a. undergraduate
 - b. graduate
 - c. certificate
 - d. diploma
2. Alumni
3. Funders
 - a. provincial government
 - b. federal government (research)
 - c. other
4. The Public (includes special obligation to the people of Newfoundland and Labrador)

LINES OF BUSINESS

Memorial University has three lines of business that are key to fulfilling the institution's vision, values and mission, including: teaching and learning; research, scholarship and creative activity; and public engagement. It also has an administrative function that supports the work of the university in its main lines of business. Each line of business is guided by a strategic framework developed with extensive stakeholder consultation. The strategic frameworks are designed to work together and reflect a commitment to distinguish Memorial as a top public university in Canada and beyond. Collectively, they ensure that the university pursues global excellence in its areas of strength while demonstrating the deep understanding of the university's importance to the province and Memorial's responsibility to fulfill its special obligation to the people of Newfoundland and Labrador.

TEACHING AND LEARNING

Memorial offers a vast array of certificate, diploma, and undergraduate and graduate degree programs in multiple modes and settings. 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. Student success in programs, and after graduation, is the goal of curricula design and delivery at Memorial. To that end, a Teaching and Learning Framework was developed by the university and adopted by Senate in 2011. The framework commits Memorial to foster a community of creativity, innovation and excellence for current and future program development.

RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITY

Memorial's faculty, students and staff engage in research and creative activity of a scholarly nature. 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, social and economic development, and many more. In 2011, Senate adopted the Research Strategy Framework to foster a more vibrant culture of scholarly inquiry at Memorial and face the challenges of the 21st century. The framework is designed to encourage cross-disciplinary research collaborations and enable the sharing of resources, with a view not only to advancing knowledge but also to having an impact on external communities at local, national and international levels.

PUBLIC ENGAGEMENT

Memorial's faculty, students and staff have always engaged with the public through activities such as cooperative education, sharing of expertise, and conducting applied research that addresses the needs of government, communities, organizations and business. Memorial has built strong community linkages and addresses the needs of the province through a number of public engagement entities such as the Gardiner Centre, the Genesis Group, the Labrador Institute and the Harris Centre. In 2012, Senate adopted the Public Engagement Framework to build on the work of the university in Newfoundland and Labrador and beyond. The university hopes to forge stronger linkages with its traditional partners, seek out new opportunities for collaboration and continue to work to bring people together in innovative ways and for our mutual benefit.

ADMINISTRATION

While not a line of business per se, an institution the size of Memorial requires a significant central administration to ensure it operates efficiently and effectively and achieves its overall goals. 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, VISION AND MISSION

In 2013, following an extensive consultation process, Memorial's Senate and Board of Regents approved a new mission, vision and values statement for the University. Prior to this revision, the last time the mission, vision and core values of the University had been changed was in 2007. While there are many similarities in the old and new foundational statements, there are also some differences and it was felt that the university should use the new statements in the current three-year planning cycle.

CORE VALUES

Excellence

Encouraging and promoting excellence through innovation and creativity, rigour and pragmatism.

Integrity

Being honest and ethical in all interactions, maintaining the highest ethical standards in teaching, research, public engagement and service.

Collegiality

Engaging others with respect, openness and trust in pursuit of a common purpose, having regard for individuals, ideals and the institution as a whole.

Inclusiveness and diversity

Embracing and acting on responsibility to guarantee diversity and equity.

Responsiveness

Being receptive to individuals and communities.

Accountability

Accepting responsibility for achievement of common goals and objectives.

Freedom and Discovery

Supporting the freedom to pursue knowledge that is based on individual and collective intelligence, curiosity, ingenuity and creativity.

Recognition

Acknowledging, tangibly, all aspects of university enterprise including teaching and learning, research, scholarship, creative activity and public engagement.

Responsibility to place

Valuing and fulfilling the special obligation to the people of Newfoundland and Labrador by supporting and building capacity for excellence that:

- addresses needs and opportunities for Newfoundland and Labrador;
- engages the university community on matters of national and international significance;
- produces and delivers academic programs of national and international calibre; and,
- recognizes the dynamic opportunities presented by a multi-campus institution.

Responsibility to learners

Recognizing students as a first priority and providing the environment and support to ensure their academic and personal success.

Interdisciplinary collaboration

Supporting overarching themes in all pursuits that cut across academic units and address significant opportunities and challenges for which Memorial is particularly well positioned to build nationally and internationally recognized capacity.

Sustainability

Acting in a manner that is environmentally, economically and socially sustainable in administration, academic and research programs.

VISION

A vision is the outcome which would be achieved if the University's mandate is completed. It is a short statement describing the ideal state the University is striving to achieve in the long-term. Accordingly, the University's vision is:

Memorial University will be one of the most distinguished public universities in Canada and beyond, and will fulfill its special obligation to the people of Newfoundland and Labrador.

MISSION

Memorial University is an inclusive community dedicated to innovation and excellence in teaching and learning, research, scholarship, creative activity, service and public engagement.

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

By March 31, 2017, Memorial University will have demonstrated innovation and excellence through enhanced teaching and learning, research, scholarship, creative activity, service and public engagement.

Measure: Demonstrated innovation and excellence through enhanced teaching and learning, research, scholarship, creative activity, service and public engagement.

Indicators:

- Enhanced teaching and learning
- Enhanced research, scholarship and creative activity
- Enhanced public engagement with the people of Newfoundland and Labrador and beyond

STRATEGIC ISSUES

ISSUE 1: TEACHING AND LEARNING

Generation and dissemination of knowledge is vital for the advancement of society. Memorial University is dedicated to providing an exemplary teaching and learning environment that allows its students, educators and staff to become leaders in their disciplines, their community, the province and the world. The Teaching and Learning Framework at Memorial was developed to foster creativity, innovation and excellence in program curricula and delivery. A fundamental goal of the framework is the development of a teaching and learning community that engages learners and educators in the pursuit and sharing of knowledge. To achieve this goal, the community must be engaging, supportive, responsive, inclusive, outcomes-oriented and committed to discovery. Key principles on which this community depends include:

- Building relationships among educators, students, staff and the broader community.
- Engaging people in all teaching and learning settings by developing shared understanding of commitment to goals and objectives and building partnerships.
- Creating synergies among the various components of teaching and learning including: research, interdisciplinary teaching and learning, classroom settings, informal experiences, and practical applications.
- Providing support by aligning policies and procedures with distribution of resources.
- Committing to quality of curricula and learning experiences through continuous evaluation of courses, programs and instruction to ensure that they are relevant, creative, innovative and appropriately challenging.
- Fostering transformation of students, educators and staff by providing a supportive and inclusive environment that is safe to take risks and experiment.
- Valuing contributions by supporting professional development and celebrating and rewarding teaching contributions.
- Acknowledging responsibility of educators, students, staff and the institution in sharing responsibility and accountability for effective teaching and active learning.
- Supporting lifelong learning by offering institutional and community-based learning opportunities that: respect various learning styles, are responsive to community needs, and are inclusive.

Student success while attending university and afterwards is a key focus of the teaching and learning community at Memorial. The community works to ensure that its approaches to teaching and learning support the needs of its diverse population.

GOAL 1: By March 31, 2017, Memorial University will have strengthened its teaching and learning.

Measure: Strengthened teaching and learning

Indicators:

- Strengthened programs, services and facilities to support teaching and learning
- Facilitated engagement of students, educators, staff and the community to support teaching and learning

Objective 1: By March 31, 2015, Memorial University will have undertaken activities to strengthen its teaching and learning.

Measure: Undertaken activities to strengthen teaching and learning

Indicators:

- Aligned and coordinated programs, services and facilities for teaching and learning
- Promoted and developed connections among educators, students, staff and the broader community to support teaching and learning

Objective 2: By March 31, 2016, Memorial University will have continued to undertake activities to strengthen its teaching and learning.

Objective 3: By March 31, 2017, Memorial University will have implemented activities to strengthen its teaching and learning.

ISSUE 2: RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITY

Research and the production of scholarly knowledge have increased steadily at Memorial since it was granted university status in 1949. In recent years, Memorial has recommitted itself to fostering a vibrant culture of scholarly inquiry, where knowledge is created, transformed and disseminated with excitement, creativity and rigor. The establishment of the Research Strategy Framework in 2011 represents a major advance in the growth and evolution of the institution, not only in advancing scholarly knowledge but also in having an impact on external communities at local, national and international levels.

The research framework focuses on pursuing, supporting and celebrating excellence in all forms of research and scholarly knowledge. It is intended to support and encourage researchers to build on a rich record of engagement with community partners and research collaborators, both here and around the world, and to continue to develop a culture of research excellence. Some of the core values established in the framework include: respecting the academic freedom of researchers; supporting all aspects of research (scholarship, creativity, knowledge transfer, community engagement); recognizing Memorial's special obligation to the people of Newfoundland and Labrador; and developing research capacity across academic units that is recognized nationally and internationally.

Ten research themes, reflecting Memorial's current strengths and emerging strategic opportunities, capture clusters of activities, many with natural connections across the diverse disciplines, academic units, and forms of scholarship at this university. The themes include: aboriginal peoples; arctic and northern regions; community, regional and enterprise development; creative arts, culture and heritage; environment, energy and natural resources; governance and public policy; information and communication technology; oceans, fisheries and aquaculture; social justice; and wellbeing, health and biomedical discovery.

External funding is vital for the development of research and scholarly projects. The university continues to seek new sources of external funding so that research carried out by faculty, students and staff can flourish in an environment committed to the principles of the research framework.

GOAL 2: By March 31, 2017, Memorial University will have enhanced its creation and profile of research and scholarly knowledge.

Measure: Enhanced creation and profile of research and scholarly knowledge

Indicators:

- Supported the achievement of excellence in research and creation of scholarly knowledge
- Engaged the local, national and international community in research and creation of scholarly knowledge

Objective 1: By March 31, 2015, Memorial University will have undertaken activities to enhance its creation and profile of research and scholarly knowledge.

Measure: Undertaken activities to enhance creation and profile of research and scholarly knowledge

Indicators:

- Provided supports and services to individuals and groups engaged in research and creation of scholarly knowledge
- Celebrated achievements in research and the creation of scholarly knowledge
- Secured funding to support research and creation of scholarly knowledge
- Engaged external collaborators and community partners in research and creation of scholarly knowledge

Objective 2: By March 31, 2016, Memorial University will have continued to undertake activities to enhance its creation and profile of research and scholarly knowledge.

Objective 3: By March 31, 2017, Memorial University will have implemented activities to enhance its creation and profile of research and scholarly knowledge.

ISSUE 3: PUBLIC ENGAGEMENT

Memorial University has a long-established tradition of public engagement and has played a key role in the social and economic development of the province. Since the founding of the university in 1949, much of the work done by its students, faculty and staff has emphasized the importance of strong, sustained partnerships with members of the public of Newfoundland and Labrador and beyond. The university continues to encourage and provide support for public engagement through its various campuses, faculties and schools, and through many other units and centres, such as the Harris Centre and more recently, the Office of Public Engagement. Recent revisions to Memorial's mission, vision and values and the development of the Public Engagement Framework in 2012 have strengthened Memorial's commitment in this area.

The Public Engagement Framework of Memorial is consistent with the university's mission as a public university. Public engagement is defined as: "Collaborations between people and groups within Memorial and people and groups external to the university – i.e., the "public" – that further Memorial's mission. Public engagement involves mutual respect, mutual contributions and mutual benefits for all participants." The two-way nature of public engagement means that as Memorial contributes its expertise, knowledge and resources to public opportunities and needs, the university is also enriched and advanced by the practical perspectives, knowledge and experience gained.

The vast majority of public engagement activities are specifically linked to teaching and learning, research, scholarship and creative activities. Memorial takes its expertise in these areas 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 and we are enriched by the public's expertise and perspective.

GOAL 3: By March 31, 2017, Memorial University will have enhanced its public engagement with the province and beyond.

Measure: Enhanced public engagement with the province and beyond

Indicators:

- Developed initiatives within Memorial University to build public engagement
- Cultivated conditions for the public to engage with Memorial

Objective 1: By March 31, 2015, Memorial University will have undertaken activities to enhance its public engagement with the province and beyond.

Measure: Undertaken activities to enhance public engagement with the province and beyond

Indicators:

- Created programs and supports for individuals and groups involved in public engagement activities
- Celebrated achievements, collaborations and partnerships in public engagement
- Facilitated and participated in informed public dialogue

Objective 2: By March 31, 2016, Memorial University will have continued to undertake activities to enhance its public engagement with the province and beyond.

Objective 3: By March 31, 2017, Memorial University will have implemented activities to enhance its public engagement with the province and beyond.

ISSUE 4: ENABLING SUCCESS

Memorial University is committed to creating the conditions necessary to successfully achieve its mission and the priorities of its institutional frameworks in teaching and learning, research and public engagement. Key conditions for success include infrastructure development and operational efficiency. In past years, Government has made very significant commitments that have allowed the university to take important steps to ensure that the conditions for continued success are in place but there is still work to be done. Memorial is in the final stages of developing an infrastructure plan and at the request of the Government has commenced an efficiency review of its operations and budgets across the academic and administrative functions of the institution. The review process has just commenced and it is anticipated that it will unfold over the course of this three-year plan and into the future.

Memorial's infrastructure plan focuses on the needs for new infrastructure and the revitalization of aging infrastructure across all campuses and locations of the institution. The efficiency review of the university will be a collaborative process that engages the university community in reviewing academic programs, administrative structures and policies, and sponsored research. The process will also seek to compare Memorial with other universities in Canada. The infrastructure plan and the efficiency review support the ongoing commitment of government to Memorial in areas of academic programming, student support and other priorities.

GOAL 4: By March 31, 2017, Memorial University will have enhanced infrastructure and operational efficiency of the institution.

Measure: Enhanced infrastructure and operational efficiency of the institution

Indicators:

- Implemented the infrastructure plan
- Implemented select findings of the efficiency review

Objective 1: By March 31, 2015, Memorial University will have commenced activities to enhance infrastructure and operational efficiency.

Measure: Commenced activities to enhance infrastructure and operational efficiency

Indicators:

- Conducted developmental work of the infrastructure plan and the efficiency review
- Initiated implementation of the infrastructure plan and the efficiency review

Objective 2: By March 31, 2016, Memorial University will have continued activities to enhance infrastructure and operational efficiency.

Objective 3: By March 31, 2017, Memorial University will have furthered activities to enhance infrastructure and operational efficiency.

CONCLUSION

Memorial University has accomplished a great deal since its inception in 1925 and continues to advance as it now aspires to be one of the most distinguished public universities in Canada and beyond, while fulfilling its special obligation to the people of Newfoundland and Labrador. Memorial has grown from a small, predominantly undergraduate institution into a multi-campus, multi-disciplinary, public, teaching/research university with national and global impact. The university intends to build on its successes in the most efficient manner, focusing on priorities of teaching and learning, research, scholarship, creative activity, service and public engagement.

Memorial will be responsive to new and emerging opportunities by enhancing its graduate-level programs and research and improving its teaching and learning community through public engagement of the people of Newfoundland and Labrador and beyond. The university's continued success will be shaped by the same collaborative effort involving every segment of the province. Working together with foresight and determination, the university will fulfill its mandate as a nationally competitive, public teaching/research university – a university committed to its special obligation to the people of Newfoundland and Labrador.

Memorial will honour its requirements 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, use of resources, and progress towards stated goals and objectives.

