



MEMORIAL UNIVERSITY OF NEWFOUNDLAND

Strategic Plan Submission

to the Department of Education

Government of Newfoundland and Labrador

APRIL 1, 2020 – MARCH 1, 2023



Board of Regents

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December 18, 2020

Honourable Tom Osborne, MHA
Minister of Education
Government of Newfoundland and Labrador
Confederation Building
St. John's, NL, A1B 4J6

Dear Minister Osborne:

In accordance with the Board of Regents' responsibilities under the Transparency and Accountability Act, I am pleased to present the 2020-23 Strategic Plan for Memorial University covering the period from April 1, 2020 to March 31, 2023. Pursuant to legislation, the Board is designated as a category 1 entity and is required to prepare a strategic plan.

The 2020-23 plan is the sixth that has been prepared by Memorial University and is a continuation of the ambitious agenda set out in the 2017-20 plan. The goals and objectives set out in this plan address strategic areas directly related to the mission of the University:

Teaching and Learning
Research, Scholarship and Creative Activity
Public Engagement
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 black ink that reads "Iris Petten".

Iris Petten
Chair, Board of Regents

TABLE OF CONTENTS

PLAN AT A GLANCE	1
INSTITUTIONAL OVERVIEW	3
FINANCES.....	6
MANDATE.....	7
PRIMARY CLIENTS.....	9
LINES OF BUSINESS.....	10
CORE VALUES AND VISION	11
STRATEGIC ISSUES	13
Issue 1: Teaching and Learning.....	13
Issue 2: Research, Scholarship and Creative Activity	15
Issue 3: Public Engagement	18
Issue 4: Enabling Success	19

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.

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 enabling success.

ISSUE 1: TEACHING AND LEARNING

GOAL 1: By March 31, 2023, Memorial University will have enhanced its teaching and learning environment.

Objective 1: By March 31, 2021, Memorial University will have identified opportunities and initiatives to further enhance the teaching and learning environment in alignment with the Teaching & Learning Framework 2023 and the new university strategic plan.

Objective 2: By March 31, 2022, Memorial University will have continued to undertake activities to enhance its teaching and learning environment.

Objective 3: By March 31, 2023, Memorial University will have furthered activities to enhance its teaching and learning.

ISSUE 2: RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITY

GOAL 2: By March 31, 2023, Memorial University will have enhanced support of research and scholarly knowledge generation.

Objective 1: By March 31, 2021, Memorial University will have identified opportunities and initiatives to enhance the creation and profile of research and scholarly activity in alignment with the new university strategic plan.

Objective 2: By March 31, 2022, Memorial University will have continued activities to enhance the creation and profile of research and scholarly activity.

Objective 3: By March 31, 2023, Memorial University will have implemented activities to enhance the creation and profile of research and scholarly activity.

ISSUE 3: PUBLIC ENGAGEMENT

GOAL 3: By March 31, 2023, Memorial University will have enhanced its public engagement within the province and beyond.

Objective 1: By March 31, 2021, Memorial University will have identified opportunities and initiatives to enhance its public engagement provincially, nationally and internationally in alignment with the new university strategic plan.

Objective 2: By March 31, 2022, Memorial University will have continued activities to enhance its public engagement provincially, nationally and internationally.

Objective 3: By March 31, 2023, Memorial University will have implemented activities to enhance its public engagement provincially, nationally and internationally.

ISSUE 4: ENABLING SUCCESS

GOAL 4: By March 31, 2023, Memorial University will have completed efficiencies to enhance operational success.

Objective 1: By March 31, 2021, Memorial University will have identified opportunities to undertake priority deferred maintenance projects as per available funding, enhance infrastructure and achieve operational efficiency in alignment with the new university strategic plan.

Objective 2: By March 31, 2022, Memorial University will have continued activities to complete priority deferred maintenance projects as per available funding, enhance infrastructure and achieve operational efficiency.

Objective 3: By March 31, 2023, Memorial University will have completed priority deferred maintenance projects as per available funding, enhanced its infrastructure, and achieved operational efficiencies.

INSTITUTIONAL OVERVIEW

Memorial University was established in 1925 as Memorial College and was dedicated to those who served Newfoundland in World War I. It opened in St. John's with an initial enrolment of 55 students and a full-time teaching staff of six. Following Confederation in 1949, the institution 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 people of the province. From these humble beginnings, Memorial University has developed into a major comprehensive university that comprises five campuses, and the Labrador Institute, and has a total enrolment of more than 18,000 students, making it one of the largest educational institutions in eastern Canada.

Memorial University Campuses

St. John's Campus: The St. John's campus is Memorial's largest 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 houses central administrative services for the entire system and the Queen Elizabeth II Library, which has one of the most notable collections in Atlantic Canada.

Grenfell Campus: Sir Wilfred Grenfell College was established in Corner Brook in 1975 to address the educational needs of the west coast of the province. In 2010 the College was restructured to become Grenfell Campus. 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 and graduate degree programs in arts, sciences, environmental studies and fine arts, among others.

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, and Lewisporte. 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, diploma, and certificate programs in areas related to fisheries and oceans along with a vast array of industrial response courses and other outreach activities.

Harlow Campus: Memorial University's Harlow Campus is located abroad in Old Harlow, Essex, United Kingdom. A number of the academic units from Memorial's campuses offer programs and credit courses at the Harlow Campus. The campus houses a limited number of interns from Social Work, Pharmacy, Business, and Engineering programs. The campus is also available as a base for faculty members and graduate students conducting research or further study in the United Kingdom and the European Union.

Labrador Institute: In addition to its campuses, Memorial University also maintains an important presence in Labrador through 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 of the Labrador Institute is to 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: Happy Valley-Goose Bay; Labrador City; and North West River. All offices are co-located with College of the North Atlantic (CNA).

Signal Hill Campus: Memorial's newest location, Signal Hill Campus, officially opened its doors on Sept. 29, 2018. With an initial focus on public engagement and innovation, the tenants, programming and partnerships based at Memorial's iconic new location will help address 21st century issues by connecting the expertise and ideas of Memorial University students, faculty, staff and retirees, and the people and organizations of Newfoundland and Labrador.

As a multi-campus, multi-disciplinary, public university, Memorial's campuses offer a full spectrum of courses ranging from short-term industry response, certificates, diplomas, bachelors, masters, and doctoral level. Extensive on-line courses and programs make the institution even more accessible to the people that it serves. As a comprehensive university, it also conducts research in a vast range of subject areas and is involved in many initiatives that serve the needs of the province and beyond.

Memorial's enrolment for the first year after receiving university status stood at only 307 students. Today, the University is home to 18,308 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 enrolment information for fall 2019 by provincial campus, program level, gender and enrolment status.

	Undergraduate/Diploma & Certificates				Graduate Degrees				Grand Total
	Female	Male	ND*	Total	Female	Male	ND*	Total	
St. John's Campus+	6,002	4,752	74	10,828	1,959	1,767	6	3,732	14,560
Full-time	5,686	4,534	74	10,294	1,214	1,405	4	2,623	12,917
Part-time	316	218	0	534	745	362	2	1,109	1,643
Grenfell Campus^	884	380	17	1,281	37	37	1	75	1,356
Full-time	853	366	17	1,236	36	37	1	74	1,310
Part-time	31	14	0	45	1	0	0	1	46
Marine Institute Campus-	260	737	11	1,008	102	133	2	237	1,245
Full-time	160	529	7	696	48	43	0	91	787
Part-time	100	208	4	312	54	90	2	146	458
On-line	739	401	7	1,147	0	0	0	0	1,147
Full-time	196	98	2	296	0	0	0	0	296
Part-time	543	303	5	851	0	0	0	0	851
Total~	7,885	6,270	109	14,264	2,098	1,937	9	4,044	18,308

*Gender Not Disclosed

+ - Includes Centre for Nursing Studies

^ - Includes Western Regional School of Nursing

~ - Excludes Marine Institute industrial response courses. The total enrolment in these courses was 6,051 and the revenue generated from them subsidizes the administrative and faculty costs of the Institute.

~- Excludes 250 post graduate medicine students

As of March 2020, Memorial employed 3,774 faculty and staff across its three campuses in the province as shown in the table below.

	Faculty				Staff				Total
	<i>Female</i>	<i>Male</i>	<i>ND*</i>	<i>Total</i>	<i>Female</i>	<i>Male</i>	<i>ND*</i>	<i>Total</i>	
St. John's Campus+	529	635	0	1,164	1215	778	6	1,999	3,163
<i>Full-time</i>	448	546	0	994	1,112	742	3	1,857	2,851
<i>Part-time</i>	81	89	0	170	103	36	3	142	312
Grenfell Campus	47	57	0	104	102	63	0	165	269
<i>Full-time</i>	40	53	0	93	94	62	0	156	249
<i>Part-time</i>	7	4	0	11	8	1	0	9	20
Marine Institute Campus	43	145	0	188	92	62	0	154	342
<i>Full-time</i>	41	138	0	179	92	62	0	154	333
<i>Part-time</i>	2	7	0	9	0	0	0	0	9
Total	619	837	0	1,456	1,409	903	6	2318	3,774

* Gender Not Disclosed

+ Includes faculty and staff at Signal Hill Campus

Faculty count does not include: Clinical, Adjuncts

Staff count does not include: Post Doctorate, Teaching Assistants' Union of Memorial University of Newfoundland (TAUMUN), Casual, Call-in or Student Employees

Note as of March 31, 2015 Staff employees no longer include Agency or SIE Employees.

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 auditor, 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 and an electronic copy can be found [online](#).

In 2019-20, the total operating budget for the University (including the Faculty of Medicine) is \$438.1 million and the capital budget is \$2.4 million. Revenues include: grants from the provincial government of \$364.9 million; student tuition and fees of \$65.5

million, a grant from the federal government of \$4.6 million; and smaller sources of income including endowments and investments.

MANDATE

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 March 1, 2020 is provided 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
Dr. Susan Dyer Knight, Chancellor Dr. Gary Kachanoski, President and Vice-Chancellor Dr. Noreen Golfman, Provost and Vice-President (Academic)	Iris Petten, Chair Margaret Allan Glenn Barnes Mark Bradbury Joe Dunford Doug Letto Catherine Rowsell Donne Rideout George Saunders Michelle Baikie Robert Bishop Dennis Waterman John Gibbons Karen McCarthy Eleanor Swanson	Bud Davidge Cathy Duke Denis Mahoney Katharine Hickey Rex Gibbons Andrew Woodland	Amaan Merchant Brandon Ellis Michael Howse Ian Duncan Chandi Anunda

Memorial’s mandate is described in Section 8 of the Act 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 comprises 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 per cent 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 enable the fulfillment of the institution's vision, values and mission: teaching and learning; research, scholarship and creative activity; and public engagement. Strategic Frameworks, developed through extensive stakeholder consultation, guide each line of business. The frameworks are aligned with Memorial's commitment to be one of the most distinguished public universities in Canada and beyond. Collectively, the frameworks ensure the University leverages its strengths in the pursuit of global excellence, while fulfilling the University's special obligation to the people of Newfoundland and Labrador, as outlined in the university's vision.

Teaching and Learning

Memorial offers a vast array of certificate, diploma, undergraduate, and graduate degree programs in multiple modes and settings. In winter 2019, a refreshed teaching and learning framework was launched with a renewed focus on strengthening the student educational experience. The framework fosters a culture of creativity, innovation, and excellence for current and future academic program development and delivery that encompasses curriculum, learning environment, and information and communications technology tools. The approach remains to design and deliver curricula that is focused on student success in programs, as well as after graduation.

With this renewed framework, Memorial continues to demonstrate its commitment to meeting the diverse academic needs of students, faculty and staff through new and integrated approaches to accessibility, engagement and student success.

Research, Scholarship and Creative Activity

Memorial is focused on engaging faculty, students and staff in research and creative activity that is relevant to the province and beyond through its faculties, schools, research centres, and institutes. It is committed to pursuing research opportunities in a variety of strategic areas such as cold ocean engineering, marine science, technology, Indigenous Research, social and economic development, innovation and entrepreneurship, and many more. Memorial's Research Framework fosters a vibrant culture of scholarly inquiry at Memorial by encouraging cross-disciplinary collaboration and enabling resource sharing with a view of advancing knowledge, as well as impacting external communities at local, national, and international levels.

Public Engagement

Memorial's commitment to the people and the province is demonstrated by its long-standing community partnerships and focus of efforts as an engaged university. Memorial continues to address the needs of government, communities, organizations, and businesses through many avenues such as in applied research, service-learning, knowledge sharing, consultations, cooperative education programs, internships, and in many other ways. Supported by the Public Engagement Framework and through the work of entities such as The Harris Centre, The Labrador Institute, The Gardiner Centre, Genesis, Grenfell Office of Engagement and Navigate, Memorial continues to strengthen linkages with traditional partners and seeks new opportunities to bring people together for problem-solving and innovation. The opening of the Signal Hill Campus, including the addition of the GEO Centre, as well as engaging with Alumni in new ways has served to strengthen Memorial's collaborative efforts and the engagement mission of the University.

Administration

While Memorial does not identify Administration as a line of business, it relies on an efficient and effective central administrative system to enable the achievement of Memorial's overall goals. Major functions, such as 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 are a few of the administrative units that support the strategic frameworks and the achievement of the university mandate as a whole.

CORE VALUES AND VISION

In 2013, following an extensive consultation process, Memorial's Senate and Board of Regents approved a new Vision, Mission, and Values statement for the University. The vision and core values that follow were derived from this statement

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.

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.

STRATEGIC ISSUES

Memorial University is currently undergoing a robust strategic planning initiative to develop a new pan-university strategic plan. The new university strategic plan will be completed in spring 2021, and the strategic issues, goals, objectives, and indicators found in this 3-year strategic plan are intended to enable alignment with the new university strategic plan, beginning in 2021.

ISSUE 1: TEACHING AND LEARNING

Teaching and learning is at the core of Memorial’s mandate. The University is dedicated to providing a teaching and learning environment that enables its educators to be leaders in their disciplines, and its students to develop the skills and abilities needed to be successful in their future endeavours. The Teaching and Learning Framework (TLF) at Memorial was renewed in 2019 to foster creativity, innovation, and excellence in program curricula and delivery. A fundamental aim of the framework is to transform students into graduates with superior qualities to contribute knowledge and expertise locally, nationally, and internationally. Key principles guiding the University in pursuit of this aim include: a focus on student outcomes; personalized support for success; deepened engagement; enabled accessibility; continuous innovation; promotion of excellence;

personal and professional development; and practice of collaboration and interdisciplinarity.

Student success is the focus of the teaching and learning community at Memorial. Like most universities, Memorial has been impacted by demographic shifts and challenged by change, both technological and societal, that is occurring at an ever-increasing pace. The University's student population continues to become more and more diverse and its teaching and learning environment must be responsive to this diversity. Understanding student needs is critical to the development of teaching and learning at Memorial. It is important to continually assess the implications for program delivery, curriculum development, and student supports and services. As part of this commitment, Memorial recognizes the need for greater cooperation between the two publicly-funded post-secondary institutions in the province to facilitate the transfer of students across institutions.

Memorial has made tremendous efforts to advance its teaching and learning environment in the last nine years. The University has reflected on the success and strengths of its first Framework, built upon them, and now moves forward with a renewed vision for teaching and learning that reflects the current and diverse academic needs of students, faculty, and staff. This document will guide Memorial's future development in this area and outline the key priorities for the coming years.

GOAL 1: By March 31, 2023, Memorial University will have enhanced its teaching and learning environment.

Three-year Indicators:

1. Implemented teaching and learning initiatives in alignment with the new university strategic plan.
2. Enhanced programs and services to support student access to a meaningful educational experience.
3. Enhanced teaching and learning approaches that foster student engagement.
4. Increased collaboration with College of the North Atlantic on student-related initiatives.

Objective 1: By March 31, 2021, Memorial University will have identified opportunities and initiatives to further enhance the teaching and learning environment in alignment with the [Teaching & Learning Framework 2023](#) and the new university strategic plan.¹

Annual Indicators:

1. Continued implementation of the Teaching & Learning Framework 2023.
2. Identified and implemented teaching and learning initiatives outlined in new university strategic plan.
3. Enhanced coordination among programs and services in support of teaching and learning.
4. Improved use of information and metrics to support teaching and learning programs and services.
5. Initiated discussions regarding opportunities for collaboration with College of the North Atlantic.

Objective 2: By March 31, 2022, Memorial University will have continued to undertake activities to enhance its teaching and learning environment.

Objective 3: By March 31, 2023, Memorial University will have furthered activities to enhance its teaching and learning.

ISSUE 2: RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITY

Memorial is committed to fostering a culture of scholarly inquiry, where knowledge is created, transformed, and disseminated with creativity, integrity, and rigor. The establishment of the Research Strategy Framework in 2011 signaled a milestone in the growth and evolution of the institution in the area of scholarly knowledge development. Supporting and celebrating excellence in all forms of research and scholarly knowledge, the framework encouraged researchers to build on a rich record of engagement with community partners and research collaborators. Guiding principles include: respecting the academic freedom of researchers; supporting all aspects of research; recognizing

¹ See Teaching & Learning Framework 2020-23 at https://www.mun.ca/vpacademic/TLF_2023.pdf

Memorial's special obligation to the people of Newfoundland and Labrador; and developing research capacity across academic units that is recognized nationally and internationally.

The Strategic Research Intensity Plan 2014-2020 (SRIP) built on the Research Strategy Framework to support the University's vision to be one of the most distinguished public universities in Canada and beyond. The purpose of the plan is to:

- Accelerate the production and dissemination of scholarly outcomes, and strengthen its capacity to compete successfully for grants from Canada and abroad;
- Intensify its ability to supervise and graduate master and doctoral candidates, and grow the pool of highly qualified human capital so important for building Newfoundland and Labrador, and Canada;
- Continue to build its reputation, facilitating the recruitment of high-quality students, faculty members and staff to the University, and the province; and
- Enhance its capability to address the research priorities of government, industry, and society at large in Newfoundland and Labrador.

In order for Memorial to be successful in achieving the goals of this plan, an administrative and academic operating environment that is supportive of individual scholars and research groups is essential. External funding is also vital to the development of research and scholarly projects that allow faculty, students and staff to flourish in an environment committed to excellence.

Partnerships with other post-secondary institutions and the private sector, such as the Oceans Frontier Institute (OFI), also provide opportunities for further growth and development. In 2019-20, Memorial's Vice-President (Research) Portfolio has focussed its operations into a vision to enhance the integrity and impact of Memorial's research. One aspect is in developing the University's new draft policy, research impacting Indigenous groups, which will be Memorial's first institutional policy related to Indigenous research. Operationally, the research portfolio is also focused on driving innovation, supporting the next generation of business leaders and ensuring Memorial's entrepreneurial ecosystem continues to flourish.

GOAL 2: By March 31, 2023, Memorial University will have enhanced its research profile and productivity.

Three-year Indicators:

1. Implemented research initiatives in alignment with the new university strategic plan.
2. Facilitated the achievement of excellence in research and creation of scholarly knowledge.
3. Engaged local, national, and international partners, as well as external stakeholders and rightsholders, in research and creation of scholarly knowledge.

Objective 1: By March 31, 2021, Memorial University will have identified opportunities and initiatives to enhance the creation and profile of research and scholarly activity in alignment with the new university strategic plan.

Annual Indicators:

1. Identified and implemented research-related initiatives outlined in new university strategic plan.
2. Enhanced support and services to individuals and groups engaged in research and scholarly knowledge creation.
3. Secured external funding to support research and creation of scholarly knowledge.
4. Engaged external collaborators and community partners in research and scholarly knowledge generation.
5. Sought research opportunities with College of the North Atlantic.

Objective 2: By March 31, 2022, Memorial University will have continued activities to enhance creation of research and scholarly knowledge generation.

Objective 3: By March 31, 2023, Memorial University will have implemented activities to enhance support of research and scholarly knowledge generation.

ISSUE 3: PUBLIC ENGAGEMENT

As the province's only university, with a special obligation to the people of Newfoundland and Labrador, Memorial's expertise in Public Engagement is central to its academic mission. Since the founding of the University in 1949, the work of its students, faculty and staff has played a key role in the social and economic development of the province, emphasizing the importance of strong, sustained, mutually beneficial partnerships with community, industry, government, and Indigenous partners in Newfoundland and Labrador and beyond.

To augment its long established capacity for publicly engaged research and teaching, the University provides a suite of supports for public engagement through its various campuses, faculties and schools, and through specialized centres, such as the Leslie Harris Centre of Regional Policy and Development, the Newfoundland and Labrador Centre for Applied Health Research, Centre for Cold Oceans Resources Engineering (C-CORE), Genesis, GO Engagement and Navigate, as well as the Office of Public Engagement. In addition, the new campus at Signal Hill, housing multiple public engagement units, graduate student residences, the Emera Innovation Exchange, as well as the recently added GEO Centre, combined, serve to support rich opportunities for public and University collaborations in a myriad of ways.

Introduced in 2012, 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 areas of public opportunity and needs, the University is also enriched and advanced by the practical perspectives, knowledge and experience gained. It is through close collaboration with public partners from all sectors across the province and around the world that Memorial ensures its academic programming meets public needs, and is relevant to current trends, ensuring the knowledge and graduates emerging from these programs are on the cutting edge.

GOAL 3: By March 31, 2023, Memorial University will have enhanced its public engagement within the province and beyond.

Three-year Indicators:

1. Implemented public engagement initiatives in alignment with the new university strategic plan.
2. Developed and supported initiatives and activities within Memorial University to build public engagement.
3. Created new opportunities for the public to engage with Memorial.

Objective 1: By March 31, 2021, Memorial University will have identified opportunities and initiatives to enhance its public engagement provincially, nationally and internationally in alignment with the new university strategic plan.

Annual Indicators:

1. Identified and implemented public-engagement-related initiatives outlined in the new university strategic plan.
2. Supported individuals and groups involved in public engagement activities with Memorial.
3. Raised awareness of achievements, collaborations and partnerships in public engagement involving Memorial.
4. Facilitated and participated in informed public dialogue.

Objective 2: By March 31, 2022, Memorial University will have continued activities to enhance its public engagement provincially, nationally and internationally.

Objective 3: By March 31, 2023, Memorial University will have implemented activities to enhance its public engagement provincially, nationally and internationally.

ISSUE 4: ENABLING SUCCESS

Achieving the goals of Memorial’s three strategic frameworks requires a commitment to creating the conditions necessary for success. Two of the most important are the maintenance and development of key physical and technological infrastructure and

operational efficiency. Memorial continues to be guided by the multi-year infrastructure plan (2017-2023) and is currently undertaking an update to its master plan for the St. John's and Signal Hill campuses. These efforts will assist in efforts to establish a vision for the campuses, address emerging infrastructure needs and bring its infrastructure into alignment with the current fiscal climate. Emphasis remains on ensuring health and safety, managing the deferred maintenance liability, supporting accessibility, supporting technological infrastructure (including data security), and improving the quality of space.

Over the past six fiscal years, the University has conducted an efficiency review of its operations and budgets across the academic and administrative functions of the institution in response to the ongoing fiscal challenges. The multi-year government-mandated attrition targets had been met and further staff complement reductions have resulted from the budget gap. This reduction in administrative capacity has constrained the University's ability to support its three framework obligations. In response, the University has focussed on efficiency measures through such means as organizational redesign, automation of processes, investigation of shared services models, and adoption of paperless processes.

GOAL 4: By March 31, 2023, Memorial University will have completed efficiencies to enhance operational success.

Three-year Indicators:

1. Implemented administrative and operational efficiency initiatives in alignment with the new university strategic plan.
2. Progressed toward implementation of the major recommendations of the multi-year infrastructure plan (2017-2023).
3. Implemented administrative and operational efficiencies.
4. Status of the Facility Condition Index (FCI) from 2017 to 2023.
5. Completion of the Campus Master Plan Update for St. John's and Signal Hill Campuses.

Objective 1: By March 31, 2021, Memorial University will have identified opportunities to undertake priority deferred maintenance projects as per available funding, enhance infrastructure and achieve operational efficiency in alignment with the new university strategic plan.

Annual Indicators:

1. Identified and implemented initiatives related to administrative and operational efficiencies as outlined in the new university strategic plan.
2. Continued implementation of the recommendations of the infrastructure plan.
3. Determined and implemented administrative and operational efficiencies.
4. Status of the Facilities Condition Index and variance from previous year.

Objective 2: By March 31, 2022, Memorial University will have continued activities to complete priority deferred maintenance projects as per available funding, enhance infrastructure and achieve operational efficiency.

Objective 3: By March 31, 2023, Memorial University will have completed priority deferred maintenance projects as per available funding, enhanced its infrastructure, and achieved organizational efficiencies.