



MEMORIAL UNIVERSITY OF NEWFOUNDLAND

STRATEGIC PLAN SUBMISSION

to the DEPARTMENT OF EDUCATION
GOVERNMENT OF NEWFOUNDLAND AND LABRADOR

April 1, 2008 to March 31, 2011



Board of Regents

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June 30, 2008

Honourable Joan Burke, M.H.A.
Minister of Education
Department of Education
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 2008-09 to 2010-11.

The university has been actively engaged in strategic planning since 1995 when it published its first plan, titled *Launch Forth*, which was followed by the *Strategic Framework* in 2000. In February 2007, the Board of Regents approved Memorial's third plan covering the period from 2007-12, *The Five Pillars*. Many people in the university community participated in the development of the plan, and an important component of the process was a series of public consultations held in 10 centres throughout the province.

The plan presented here is a subset of the five-year plan and is intended to cover the three-year period April 1, 2008-March 31, 2011 in accordance with Section 5 of the *Transparency and Accountability Act*.

Memorial looks forward to working with its many partners to bring this plan to fruition.

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

Sincerely yours,

A handwritten signature in blue ink, appearing to read "Gilbert Dalton", with a long horizontal flourish extending to the right.

Gilbert Dalton
Chair, Board of Regents
Memorial University of Newfoundland

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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

ISSUE 1: STUDENTS

Goal 1: By March 31, 2011, Memorial University will have enhanced the university environment to improve enrolment, student success and retention.

Objectives:

1. By March 31, 2009, Memorial University will have enhanced select services to students and improved enrolment.
2. By March 31, 2010, Memorial University will have further enhanced select services to students and increased enrolment.
3. By March 31, 2011, Memorial University will have enhanced the university environment to foster student success and retention and increase enrolment.

Goal 2: By March 31, 2011, Memorial University will have increased and enhanced the number of academic program offerings and ensured that programs are responsive to students.

Objectives:

1. By March 31, 2009, Memorial University will have increased and enhanced select academic program offerings and ensured they are responsive to student needs.
2. By March 31, 2010, Memorial University will have further enhanced select academic program offerings and ensured they are responsive to student needs.
3. By March 31, 2011, Memorial University will have increased and enhanced academic program offerings and ensured they are responsive to student needs.

ISSUE 2: RESEARCH, CREATIVE ACTIVITY AND SCHOLARSHIP

Goal 3: By March 31, 2011, Memorial University will have improved its research profile.

Objectives:

1. By March 31, 2009, Memorial University will have improved its research focus on high-need research areas and expanded research collaborations and partnerships.
2. By March 31, 2010, Memorial University will have further improved its research focus on high-need research areas and expanded research collaborations and partnerships.
3. By March 31, 2011, Memorial University will have improved its research profile.

ISSUE 3: ECONOMIC, CULTURAL AND SOCIAL NEEDS OF THE PROVINCE

Goal 4: By March 31, 2011, Memorial University will have enhanced the economic, social and cultural development of Newfoundland and Labrador, with emphasis on rural areas and collaboration within the education system.

Objectives:

1. By March 31, 2009, Memorial University will have enhanced its provincial linkages and partnerships.
By March 31, 2010, Memorial University will have further enhanced its provincial linkages and
2. partnerships.
By March 31, 2011, Memorial University will have enhanced the economic, social and cultural
3. development of Newfoundland and Labrador, with emphasis on rural areas and collaboration within the education system.

Goal 5: By March 31, 2011, Memorial University will have enhanced educational and research opportunities with Labrador and with aboriginal groups.

Objectives:

1. By March 31, 2009, Memorial University will have enhanced education and research opportunities with aboriginal groups, with particular emphasis on Labrador and points north.
2. By March 31, 2010, Memorial University will have further enhanced education and research opportunities with aboriginal groups, with particular emphasis on Labrador and points north.
3. By March 31, 2011, Memorial University will have enhanced education and research opportunities with aboriginal groups and with Labrador.

Goal 6: By March 31, 2011, Memorial University will have increased international student enrolment and enhanced the university's international profile.

Objectives:

1. By March 31, 2009, Memorial University will have enhanced its international profile, including enhanced recruitment of international students, particularly in graduate programs.

2. By March 31, 2010, Memorial University will have further enhanced its international profile, including enhanced recruitment of international students, particularly in graduate programs.
3. By March 31, 2011, Memorial University will have increased its international student enrolment and enhanced the university's international profile.

ISSUE 4: CONDITIONS FOR SUCCESS

Goal 7: By March 31, 2011, Memorial University will have enhanced facilities necessary to accommodate its anticipated growth.

Objectives:

1. By March 31, 2009, Memorial University will enhance teaching, research and residence infrastructure on its campuses.
2. By March 31, 2010, Memorial University will further develop the plans and activities necessary to enhance teaching, research and residence infrastructure on its campuses.
3. By March 31, 2011, Memorial University will have enhanced facilities to accommodate anticipated growth.

Goal 8: By March 31, 2011, Memorial University will have enhanced its advancement activities, particularly in areas of marketing and development (fundraising).

Objectives:

1. By March 31, 2009, Memorial University will have enhanced its marketing and fundraising profile.
2. By March 31, 2010, Memorial University will further have enhanced its marketing and fundraising profile.
3. By March 31, 2011, Memorial University Memorial University will have enhanced its marketing and fundraising profile.

INSTITUTIONAL OVERVIEW

Memorial University College was founded in 1925 as a living memorial to those who fought in World War I. It began with an initial enrolment of 55 students and a full-time teaching staff of six. In 1949 one of the first legislative acts of the newly formed provincial government was to give the college full university status. Memorial University of Newfoundland moved to a new campus on Elizabeth Avenue in St. John's in 1961 and a period of rapid expansion followed. Sir Wilfred Grenfell College in Corner Brook was established in 1975 to meet the demand for university education on the west coast of the province. In 1995 the Marine Institute in St. John's merged with Memorial University, bringing the total number of campuses in the province to three. Together these three campuses, along with the campus in Harlow, England, have educated and served the people of this province.

The standard to which Memorial has always aspired was set out by the province's first premier, Joseph R. Smallwood, who declared that Memorial should be the most distinguished institution for its size in the world. Memorial has pursued this goal vigorously and with a good measure of success. The university is now the largest in the Atlantic provinces and this growth has been achieved in large measure by educating the people of Newfoundland and Labrador. The table below provides detailed enrolment information for fall 2007 by campus, level, gender and status.

Campus	Undergraduate/Diploma			Graduate			Grand Total
	Female	Male	Total	Female	Male	Total	
St. John's	6,859	4,646	11,505	1,381	1,128	2,509	14,014
Full-time	6,307	4,376	10,683	845	765	1,610	12,293
Part-time	552	270	822	536	363	899	1,721
SWGC	710	364	1,074	0	0	0	1,074
Full-time	679	336	1,015	0	0	0	1,015
Part-time	31	28	59	0	0	0	59
Marine Inst	197	629	826	8	8	16	842
Full-time	131	454	585	4	2	6	591
Part-time	66	175	241	4	6	10	251
Distance	763	490	1,253	0	0	0	1,253
Full-time	109	57	166	0	0	0	166
Part-time	654	433	1,087	0	0	0	1,087
Nursing Schools	608	58	666	0	0	0	666
Full-time	586	56	642	0	0	0	642
Part-time	22	2	24	0	0	0	24
Total	9,137	6,187	15,324	1,389	1,136	2,525	17,849

SIR WILFRED GRENFELL COLLEGE

In April 2007, the provincial government released an independent report which recommended Sir Wilfred Grenfell College be granted greater autonomy, while remaining within one Memorial University system. The system will be presided over by one Board of Regents, with each university having its own Senate, budget and executive. The intent is to enable the college to increase enrolments and offer more programming which is expected to increase its contribution to the economic and cultural development of the west coast. Budget 2008 allocated \$500,000 towards the implementation of these changes to the governance structure of the university.

FINANCES

Memorial University of Newfoundland's fiscal year runs from April 1 to March 31. Financial Statements are prepared by Financial and Administrative Services staff and audited by external auditors, Ernst and Young.

The financial information is then 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.

In 2008-09, Memorial University's (including Faculty of Medicine) total operating budget is \$312 million and capital budget is \$78 million. Revenues include grants from the provincial government of \$264.6 million. The other major sources of revenue are tuition fees (\$40.5 million), a grant from the federal government in support of the indirect costs of research (\$4.4 million) and some other smaller sources of income including endowments and investments.

GROWTH

Memorial will continue to grow in many ways. There will be significant growth in the graduate student population along with relatively modest growth in undergraduate enrolment. The number of students from the rest of Canada will grow as will the international student population. There will be greater emphasis on experiential learning opportunities for students. The environment of all campuses will be enhanced by new and renewed infrastructure, positioning the university among the best in the world.

For example, in fiscal year 2008-09 an investment of \$2.2 million from the provincial grant will support expansion of some professional schools (Engineering, Business, Nursing and Social Work) and will allow the introduction of new graduate programs at the Marine Institute.

Research activity will grow and there will be much greater levels of co-operation and collaboration across disciplines, across campuses, and with other institutions. New areas of research specialization will emerge along with exciting new educational programs.

Sir Wilfred Grenfell College will experience significant growth in enrolment, driven by new high-demand programs, and will develop a stronger research mandate consistent with its strengths and the needs of the communities it serves.

The Marine Institute is implementing its own strategic vision and emerging as one of the world's foremost ocean institutes.

The university will invigorate its relationships with traditional partners and develop new ones to help achieve strategic objectives.

Already program offerings have grown and Memorial has earned a place among the best comprehensive universities in the country. Externally funded research now exceeds \$90 million annually. Memorial has also 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.

In the fall 2007, Memorial employed over 6,300 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							
Full-time	349	572	921	1,505	1,192	2,697	3,618
Part-time	11	6	17	1,114	727	1,841	1,858
SWGC							
Full-time	25	62	87	92	50	142	229
Part-time				130	58	188	188
Marine Inst.							
Full-time	36	155	191	96	73	169	360
Part-time	5	39	44	23	25	48	92
Total	426	834	1,260	2,960	2,125	5,085	6,345

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.

Two other items are of note. 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 also 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 instruction and conducts research in a wide variety of disciplines. It also engages in a vast array of community service activities beyond its core mandate of teaching and research, including operation of The Works (the Memorial University Recreational Complex Inc., consisting of the Aquarena, the Field House and other facilities), the Botanical Garden, the *Newfoundland Quarterly*, among others. To describe them all would require a great deal more space than is intended for this document. However, generally speaking, the university's four major lines of business are teaching, research and scholarly activity, service and administration.

- A. Teaching – The university 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. It is solely responsible for the development and delivery of the curriculum required for these programs, for the evaluation of the students enrolled in them, for the academic policies that govern them and for the academic standards applied to them.
- B. Research and Scholarly Activity – All faculty members are expected to conduct research and engage in scholarly activity that keeps them at the forefront of their respective disciplines. Memorial has become increasingly active in this area and in 2006-07 attracted approximately \$90 million in external funding to support this research. It has a number of research centres and institutes that are focused on such issues as cold ocean engineering, marine science and the social and economic issues that face the province.
- C. Community Service – Faculty members are also expected to serve both the institution and the community in a variety of ways. Internally, faculty members serve the institution primarily by serving on governing bodies such as Senate, or as a member of committees which are the backbone of the collegial and consultative culture that exists in a university environment. Externally, Memorial is very focused on addressing the needs of the province. Entities such as the Harris Centre for Regional Development Studies and the Genesis Group have strong community linkages. Faculty members lend their expertise to external committees and advisory boards and conduct applied research that is directly applicable to local problems that have been identified. Entities such as The Works and the Botanical Garden provide another form of service to the general public.
- D. Administration – An institution the size of Memorial requires a significant central administration to ensure it runs 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 the decisions that will 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 first set out in its first strategic planning document, *Launch Forth*. During the most recent strategic planning exercise it was decided that the university should consider revising its mission statement. 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

Memorial has an obligation to provide a high quality education for its students, one that fully develops their potential to become active, engaged and productive members of their community, the province and the world. Students will continue to be a central focus of this institution: Memorial's principal *raison d'être*. Their success while attending the university and afterwards is a key measure of its success.

In 2003, Memorial adopted a Student Success Plan which had three broad goals: improved graduation rates, reduced time to graduation and improved retention through enhanced academic performance. Memorial needs to build on the success achieved with first-year students by developing and implementing strategies to improve the success of senior undergraduate and graduate students.

Memorial must 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.

Enrolment growth will be sought to diversify the student body, to ensure Memorial remains comprehensive in its offerings and to strengthen its research base. Overall, growth in the undergraduate population will be relatively modest while graduate enrolment growth will be significant. Sir Wilfred Grenfell College will experience significant undergraduate enrolment growth and begin offering graduate programs. The Marine Institute will increase its graduate and undergraduate enrolment as it continues to implement its strategic vision.

GOAL 1: By March 31, 2011, Memorial University will have enhanced the university environment to improve enrolment, student success and retention.

Measure: Improved enrolment, student success and retention.

Indicators:

- Improved retention, time to graduation and graduation rates.
- Enhanced non-traditional learner support mechanisms and increase number of non-traditional learners enrolled.
- Improved performance in first-year mathematics and English courses.
- Improved resources for career development, advising and counseling.
- Increased international and out-of-province enrolment.
- Increase number and size of student awards and scholarships awarded.

Objectives:

1. By March 31, 2009, Memorial University will have enhanced select services to students and improved enrolment.

Measure: Services to students and enrolment enhanced.

Indicator: Improved Student Success and Retention

- Increased emphasis placed on improved retention, time to graduation and completion rates at both the graduate and undergraduate level .
- Enhanced supports for non-traditional learners who will comprise a more significant proportion of our total enrolment in the future.
- Improved overall performance in introductory English and mathematics courses as a foundation for academic success.
- Enhanced career development services at the graduate and undergraduate levels.
- Increased academic support, advising and counseling.

Indicator: Increased enrolment

- Increased number of students from under-represented segments of the provincial population such as adult learners and aboriginal students.
- Increased graduate student enrolment at all campuses so that the proportion of graduate students to undergraduate students is similar to comparable institutions.
- Increased the number of international and out-of-province students enrolled at Memorial.
- Enhanced collaborations with College of the North Atlantic to bring more educational opportunities to its campuses across the province
- Increased recruitment activities in local, out-of-province and international markets.
- Increased number and size of undergraduate scholarships and increase number of renewable entrance scholarships.

Objectives:

2. By March 31, 2010, Memorial University will have further enhanced select services to students and increased enrolment.
3. By March 31, 2011, Memorial University will have enhanced the university environment to foster student success and retention and increase enrolment.

Goal 2: By March 31, 2011, Memorial University will have increased and enhanced the number of academic program offerings and ensured that programs are responsive to students.

Measure: Increased and enhanced academic programs and course offerings.

Indicators:

- Increased availability of programs via web-based delivery, especially in the professional disciplines, where demand warrants and educational quality can be assured.
- Increased number of experiential and co-operative education placements.
- Increase number of new programs.
- Increase number of interdisciplinary programs.

Objectives:

1. By March 31, 2009, Memorial University will have increased and enhanced select academic program offerings and ensured they are responsive to student needs.

Measure: Course offerings and programs expanded, delivery methods made more responsive to needs of students

Indicator: Teaching and Learning Environment

- 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.

Indicator: Program Innovation and Development

- Assessed demand for programs from the perspectives of the university, the disciplines, students, employers and the province.
- Increased inter-disciplinary programs across faculties and schools at all levels.

Objectives:

2. By March 31, 2010, Memorial University will have further enhanced select academic program offerings and ensured they are responsive to student needs.
3. By March 31, 2011, Memorial University will have increased and enhanced academic program offerings and ensured they are responsive to student needs.

ISSUE 2: RESEARCH, CREATIVE ACTIVITY AND SCHOLARSHIP

Memorial is committed to creating 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. These activities must be actively supported at all levels of the university community, with a view not only to advancing knowledge for its own sake but also to having the greatest national and international impact. To foster and sustain such a culture of inquiry, Memorial must support the individual scholar as well as encourage multi- and inter-disciplinary research collaborations.

The development of Newfoundland and Labrador remains central to research activity at the university, but equally important is how this 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 identify research themes that enable fruitful, cross-disciplinary approaches and the sharing of resources.

Memorial has contributed considerable research-based knowledge in a variety of areas, many of which are related to our origins, place and heritage. The university will continue to focus on established areas of need, further refining and explicitly assigning resources to them, including but not limited to, health, cultural, social and regional development, aboriginal cultures, the oceans, energy and renewable and non-renewable resources. Memorial also must generate ideas and educate the highly qualified people that will allow the province to flourish in the global knowledge-intensive economy.

Exciting research is 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 the research culture of Memorial and strengthening the environment that supports it 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, 2011, Memorial University will have improved its research profile.

Measure: Improved research profile and enhanced overall research activities.

Indicators:

- Increased number of cross-disciplinary groups created.
- Increased number of external collaborations.
- Increased number of faculty members in mentoring program.
- Increased number of post-doctoral fellows.
- Enhanced set of thematic interests.
- Increased number of research active faculty and amount of external funding awarded.
- Increased research proposals and funding for cross-disciplinary groups.
- Increased funding for collaborative research initiatives.
- Increased seed and start-up funding provided to new faculty.

Objectives:

1. By March 31, 2009, Memorial University will have improved its research focus on high-need research areas and expanded research collaborations and partnerships.

Measure: Research agenda/profile enhanced; research collaborations and partnerships increased.

Indicator: Focus on High-Need Areas

- Enhanced thematic interests, as set out in Memorial's *Strategic Research Plan*, to recognize Memorial's strengths, support the needs of the province and embrace global opportunities.
- Enhanced research presence at Sir Wilfred Grenfell College, focusing on the strengths of the campus and needs of the region.

Indicator: Research Collaborations and Partnerships

- Enhanced organization of cross-disciplinary groups in the key thematic areas.
- Increased local, national and international partnerships in areas of strategic interest.
- Increased collaboration with researchers from outside the university (both public and private sector).

Indicator: Research Environment

- Enhanced services that enable research activity.
- Expanded system of research mentoring for new faculty.
- Improved collaboration of investigators from different disciplines on research proposals.
- Enhanced measures to assess such issues as the impact and benefits of research, participation levels, as well as the levels of funding received.

Indicator: External Funding

- Increased seed funding for the development of new collaborative research initiatives (e.g. pools of funds to stimulate new inter-disciplinary research partnerships in strategic areas).
- Created a new pool of funding to attract more post-doctoral fellows.
- Provided seed funding for excellent new research.
- Developed new sources of start-up funding for new faculty.

Objectives:

2. By March 31, 2010, Memorial University will have further improved its research focus on high-need research areas and expanded research collaborations and partnerships.
3. By March 31, 2011, Memorial University will have improved its research profile.

ISSUE 3: ECONOMIC, CULTURAL AND SOCIAL NEEDS OF THE PROVINCE

Memorial, and all its units including the Marine Institute and Sir Wilfred Grenfell College, has played a major role in the development of this province and remains committed to its cultural, social and economic needs. The university will bring its expertise out to the communities of Newfoundland and Labrador, actively engage in dialogue to learn more about the problems they face and raise awareness of the value of a highly educated population.

Newfoundland and Labrador is a huge province in geographic terms but has a relatively small population and limited resources. If resources are to be used to maximum benefit, the university will need to forge stronger linkages with its traditional partners, seek out new opportunities for collaboration and work to bring people together in innovative ways.

Memorial'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, continue to build on this tradition of service. The creation of the Leslie Harris Centre of Regional Policy and Development demonstrates Memorial's renewed commitment to helping communities achieve sustainability.

Memorial is committed to an enhanced presence and mandate in Labrador. A revamped and refocused Labrador Institute, in collaboration with the Marine Institute, the Harris Centre and College of the North Atlantic, among others will help the university meet these expectations.

Memorial recognizes the need to create an environment that welcomes and promotes the success of aboriginal students. Barriers to access need to be removed and full access to students of aboriginal descent encouraged, as well as the exploration of transitional programs that look towards creating the conditions for success.

Memorial will attract international students to the province, which will greatly enhance the diversity of the institution. At the same time the university will work with government to create the conditions that will encourage more of these students to stay here after they graduate.

Memorial will continue to actively encourage entrepreneurial development through initiatives like the Genesis Group and the industrial support activities of the Marine Institute, among other initiatives.

GOAL 4: By March 31, 2011, Memorial University will have increased and enhanced its engagement with communities throughout Newfoundland and Labrador to support the economic, social and cultural development of the province, with emphasis on rural areas and collaboration within the education system.

Measure: Enhanced economic, social and cultural development.

Indicators:

- Enhanced activities of the Marine Institute.
- Enhanced activities of the Leslie Harris Centre.
- Increased number of faculty involved in studies related to provincial challenges.
- Increased activities relating to partnerships including CNA and the K-12 system.

Objectives:

1. By March 31, 2009, Memorial University will have enhanced its provincial linkages and partnerships.

Measure: Enhanced activities in rural and regional areas.

Indicator: Provincial Linkages and Partnerships

- Increased presence in all areas of the province. The university will listen to and act on concerns of communities, and provide up-to-date information about Memorial and how it is working to address the needs of these communities and the province.
- Enhanced partnerships with College of the North Atlantic by expanding the number and variety of university-level courses at college campuses, developing further articulation (transfer credit) agreements between the university and the college and creating research partnerships in areas of mutual interest and expertise.
- Enhanced connections between the university and regional development boards, provincial government, federal government, private business, community organizations and research foundations.
- Enhanced connections to the K-12 system in educational research, curriculum and career development.
- Improved transfer of knowledge and research expertise throughout the province.

Indicator: Foster Regional and Rural Development

- Increased collaboration with rural communities to identify additional research needed in their regions, and to conduct and disseminate university research.
- Improved engagement of faculty, staff, students, alumni and retirees in research in rural Newfoundland and Labrador.
- Enhanced support for development of leadership, entrepreneurial and collaborative skills across the disciplines and in outreach and lifelong learning initiatives and provided opportunities to develop these skills in communities.
- Continued cross-disciplinary study of the distinctive characteristics of the people of this province in the area of health including geography and health systems, aging and rural health, and chronic diseases.

Objectives:

2. By March 31, 2010, Memorial University will have further enhanced its provincial linkages and partnerships.
3. By March 31, 2011, will have increased and enhanced its engagement with communities throughout Newfoundland and Labrador to support the economic, social and cultural development of the province, with emphasis on rural areas and collaboration within the education system.

GOAL 5: By March 31, 2011, Memorial University will have enhanced educational and research opportunities with Labrador and with aboriginal groups.

Measure: Enhanced collaboration with Labrador and aboriginal groups.

Indicators:

- Improved dissemination of information with development of an annual report from Labrador Institute.
- Increased number of research projects with Labrador focus.
- Increased Labrador post-secondary education participation rates.
- Increased aboriginal post-secondary education participation rates.
- Increased number of collaborative projects with aboriginal groups.
- Enhanced focus on aboriginal issues with creation of Task Force on Aboriginal Issues at Memorial.

Objectives:

1. By March 31, 2009, Memorial University will have enhanced education and research opportunities with aboriginal groups, with particular emphasis on Labrador and points north.

Measure: Enhanced educational and research activities with Labrador and aboriginal groups.

Indicator: Education and Research Opportunities in Labrador

- Acted on the recommendations from the *Labrador Post-Secondary Education Needs Assessment*.
- Expanded the Labrador Institute and enhanced its engagement with the community.
- Enhanced opportunities for teaching and professional development in Labrador in co-operation with the College of the North Atlantic.
- Enhanced activities of the Marine Institute in Labrador.
- Enhanced research mandate in Labrador.
- Improved opportunities for participation in post-secondary education for students in Labrador.

Indicator: Partnership with Aboriginal Peoples

- Increased overall sensitivity to aboriginal students and issues in the university community.
- Increased consultation with aboriginal communities about their requirements for programs, research, teaching and learning.
- Enhanced research on issues affecting aboriginal peoples, their culture and heritage.
- Increased collaboration with aboriginal groups with the goal of achieving a greater degree of educational success for students.

- Improved program delivery methods and research practices that meet the requirements and needs of aboriginal communities.
- Improved the academic and student supports available for aboriginal students.
- Improved linkages with educational initiatives in the north through participation in the University of the Arctic consortium.

Objectives:

2. By March 31, 2010, Memorial University will have further enhanced education and research opportunities with aboriginal groups, with particular emphasis on Labrador and points north.
3. By March 31, 2011, Memorial University will have enhanced education and research opportunities with aboriginal groups and with Labrador.

GOAL 6: By March 31, 2011, Memorial University will have increased international student enrolment and enhanced the university's international profile.

Measure: Increased international student enrolment and enhanced international profile.

Indicators:

- Increased international student enrolment, including students from developing countries.
- Enhanced focus on opportunities with development of international vision document.
- Increased services and support provided for international students.
- Increased number of programs with international component.
- Increased number of students involved in international development projects.

Objectives:

1. By March 31, 2009, Memorial University will have enhanced its international profile, including enhanced recruitment of international students, particularly in graduate programs.

Measure: Increased international enrolment, increased international programming options.

Indicator: Immigration and Internationalization

- Enhanced international recruitment at the graduate and undergraduate levels.
- Enhanced facilities and services to support international students.
- Enhanced collaboration with the provincial government on its immigration strategy.
- Increased university-community awareness of the broader world community and the demands and opportunities/challenges arising from it.

Indicator: Active Participation in the International Community

Enhanced vision to guide all international activities and an efficient system for their co-ordination.

- Enhanced institutional culture that is supportive of international activities.
- Enhanced opportunities for students from developing countries to study at Memorial.
- Increased international components in curriculum and programs as appropriate.
- Enhanced international opportunities for Memorial's students.
- Increased number of students involved in international development projects at home and abroad.

Objectives:

2. By March 31, 2010, Memorial University will have further enhanced its international profile, including enhanced recruitment of international students, particularly in graduate programs.
3. By March 31, 2011, Memorial University will have increased its international student enrolment and enhanced the university's international profile.

ISSUE 4: CONDITIONS FOR SUCCESS

For Memorial to be successful in achieving the goals set out in this plan, an institutional commitment must be made to strengthen the conditions necessary for success. Many of the goals that have been outlined simply cannot occur without a renewed commitment of the university community and the community-at-large.

Many of the buildings on Memorial's three major campuses are more than 30 years old and in need of revitalization. In recent years, government has made very significant commitments that have allowed the university to address issues of deferred maintenance. However, there is still much to be done. New infrastructure is also needed to ensure that the university is able to meet its objectives. A new campus master plan that is in the final stages of development clearly articulates these needs.

Memorial is strongly committed to meeting the needs of the province, but it must also create more linkages that go beyond provincial, regional and national borders. The goal of such linkages would be to develop exciting opportunities for students, faculty and staff that enhance mobility and improve global awareness and cultural sensitivity. Over time, these linkages will be of great benefit to this province as the university graduates students who are better prepared to survive and prosper in an increasingly integrated world.

It is especially important that Memorial build stronger linkages to its more than 60,000 alumni who are scattered across the globe. Likewise, the level of engagement that Memorial has with its donors and other supporters could be increased with mutually beneficial results.

GOAL 7: By March 31, 2011, Memorial University will have enhanced facilities necessary to accommodate its anticipated growth.

Measure: Enhanced facilities.

Indicators:

- Enhanced and new campus space in St. John's and 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 issue.

Objective:

1. By March 31, 2009, Memorial University will enhance teaching, research and residence infrastructure on its campuses.

Measure: Development and approval of infrastructure plan.

Indicator: Infrastructure

- Enhanced resources sufficient to maintain current infrastructure at an acceptable level.
- Enhanced funding for infrastructure development for academic and non-academic space.
- Enhanced integration of student common areas into space-allocation initiatives and future campus planning strategies.
- Enhanced research infrastructure.
- Increased graduate and undergraduate student housing spaces and upgraded existing housing facilities to modern standards.
- Continued development and maintenance of an accurate and effective space plan for the university that facilitates equitable allocation that is in keeping with strategic objectives.

Objectives:

2. By March 31, 2010, Memorial University will further develop the plans and activities necessary to enhance teaching, research and residence infrastructure on its campuses.
3. By March 31, 2011, Memorial University will have enhanced facilities to accommodate anticipated growth.

Goal 8: By March 31, 2011, Memorial University will have enhanced its advancement activities, particularly in areas of marketing and development (fundraising).

Measure: Enhanced strategic development and marketing activities.

Indicators:

- Launched new fundraising campaign.
- Developed long-term plan for alumni development.
- Developed qualitative indicators.

Objectives:

1. By March 31, 2009, Memorial University will have enhanced its marketing and fundraising profile.

Measure: Commencement of new fundraising and marketing initiatives.

Indicator: Advancement

- Enhanced promotion of the university locally, regionally, nationally and internationally.
- Strengthened relations with the business community, arts and cultural communities and the general public.
- Created a long-term plan for alumni development with the following goals in mind:
 - enhanced alumni contact and services;
 - enhanced links between alumni and their academic units;
 - increased number and variety of alumni events.
- Implemented a fund-raising campaign for the university with a total value in excess of \$200 million.

Objectives:

2. By March 31, 2010, Memorial University will further have enhanced its marketing and fundraising profile.
3. By March 31, 2011, Memorial University Memorial University will have enhanced its marketing and fundraising profile.

CONCLUSION

Memorial, like the province, has achieved much in the past 57 years and has developed a more outward looking identity to help shape its future. The university's success is a tribute to those who fostered its development during its formative years as a small, predominantly undergraduate institution, gradually transforming it into the diverse, multi-campus university that it is today.

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. This plan will ensure that Memorial is one of these institutions.

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.

