



MEMORIAL UNIVERSITY OF NEWFOUNDLAND

# Strategic Plan Submission

to the Department of Education

Government of Newfoundland and Labrador

APRIL 1, 2023 – MARCH 1, 2026



Board of Regents  
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Honourable Krista Lynn Howell, MHA  
Minister of Education  
Government of Newfoundland and Labrador  
P.O. Box 8700 Confederation Building  
St. John's, NL A1B 4J6

Dear Minister Howell:

In accordance with the Board of Regents' responsibilities under the Transparency and Accountability Act, I am pleased to present the 2023-26 Strategic Plan for Memorial University covering the period from April 1, 2023 to March 31, 2026. Pursuant to legislation, the Board is designated as a category 1 entity and is required to prepare a strategic plan.

The 2023-26 plan is the seventh strategic plan prepared by Memorial University in accordance with this legislation. It was crafted with respect to optimizing the contribution Memorial makes to the social, cultural, and economic development of the province and is responsive to the strategic direction of the Department of Education, as provided to the University by the Minister.

The adherence to, and successful completion of this plan will be instrumental in guiding the University forward, continually improving, and meeting its goals. It is the first three-year strategic plan to government to align with Transforming Our Horizons, the 2021-2026 Strategic Plan for Memorial. The goals and objectives set out in this plan address strategic areas themes directly related to the mission of the University:

1. Proactive programs
2. Inspired learning
3. Dynamic research
4. Commitment to communities
5. Promotion and pride

On behalf of the Board of Regents, I wish to acknowledge that Memorial University is undergoing a period of transition. Like many other organizations, Newfoundland and Labrador's only University is not immune to the economic, social and global pressures in a post-pandemic world. The continued growth of the relationship between the governing bodies of the University and the Government of Newfoundland and Labrador will be vital to the navigation of these challenging times. This includes the commitment of the University to this strategic plan, the subsequent annual reports, and any adjustments needed to help measure performance during this time.

My signature below is indicative of the Board's accountability for the preparation of this plan and the achievement of the specific goals and objectives set out to address the strategic issues.

Sincerely,

A handwritten signature in blue ink that reads "Glenn Barnes". The signature is written in a cursive style with a large initial "G" and a long, sweeping underline.

Glenn Barnes  
Chair, Board of Regents



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## PLAN AT A GLANCE

### VISION

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

### GOALS

Memorial University sets out a three-year plan for government in this document including goals and objectives that address five strategic themes outlined in *Transforming Our Horizons*. The strategic themes include: proactive programs, inspired learning, dynamic research, commitment to communities, and promotion and pride.

#### ISSUE 1: PROACTIVE PROGRAMS

**GOAL 1:** By March 31, 2026, Memorial University will have enhanced its proactive programming.

**Objective 1:** By March 31, 2024, Memorial University will have identified opportunities and initiatives to develop and enhance its proactive programming.

**Objective 2:** By March 31, 2025, Memorial University will have continued to undertake activities to develop and enhance its proactive programming.

**Objective 3:** By March 31, 2026, Memorial University will have furthered activities to develop and enhance its proactive programming.

#### ISSUE 2: INSPIRED LEARNING

**GOAL 2:** By March 31, 2026, Memorial University will have enhanced its inspired learning environment.

**Objective 1:** By March 31, 2024, Memorial University will have identified opportunities and initiatives to enhance its inspired learning environment.

**Objective 2:** By March 31, 2025, Memorial University will have continued activities to enhance its inspired learning environment.

**Objective 3:** By March 31, 2026, Memorial University will have implemented activities to enhance its inspired learning environment.

### **ISSUE 3: DYNAMIC RESEARCH**

**GOAL 3:** By March 31, 2026, Memorial University will have enhanced the global reach and local relevance of its dynamic research through interdisciplinarity.

**Objective 1:** By March 31, 2024, Memorial University will have identified opportunities and initiatives to enhance the global reach and local relevance of its dynamic research through interdisciplinarity.

**Objective 2:** By March 31, 2025, Memorial University will have continued activities to enhance the global reach and local relevance of its dynamic research through interdisciplinarity.

**Objective 3:** By March 31, 2026, Memorial University will have implemented activities to enhance the global reach and local relevance of its dynamic research through interdisciplinarity.

### **ISSUE 4: COMMITMENT TO COMMUNITIES**

**GOAL 4:** By March 31, 2026, Memorial University will have enhanced its commitment to communities through public engagement and prioritizing the social, cultural, and economic needs of the province.

**Objective 1:** By March 31, 2024, Memorial University will have identified opportunities to enhance its commitment to communities through public engagement and prioritizing the social, cultural, and economic needs of the province.

**Objective 2:** By March 31, 2025, Memorial University will have continued activities to enhance its commitment to communities through public engagement and prioritizing the social, cultural, and economic needs of the province.

**Objective 3:** By March 31, 2026, Memorial University will have implemented activities to enhance its commitment to communities through public engagement and prioritizing the social, cultural, and economic needs of the province.

## ISSUE 5: PROMOTION AND PRIDE

**GOAL 5:** By March 31, 2026, Memorial University will have demonstrated promotion and pride through enhancing relationships with people of the province, advancing work in building the Memorial brand, and recognizing and supporting champions of Memorial University.

**Objective 1:** By March 31, 2024, Memorial University will have identified opportunities to demonstrate promotion and pride through enhancing relationships with people of the province, advancing work in building the Memorial brand, and recognizing and supporting champions of Memorial University.

**Objective 2:** By March 31, 2025, Memorial University will have continued activities to demonstrate promotion and pride through enhancing relationships with people of the province, advancing work in building the Memorial brand, and recognizing and supporting champions of Memorial University.

**Objective 3:** By March 31, 2026, Memorial University will have completed activities to demonstrate promotion and pride through enhancing relationships with people of the province, advancing work in building the Memorial brand, and recognizing and supporting champions of Memorial University.

## 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 six campuses, including the latest, the Labrador Campus, 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:** The West Coast Regional College was established in Corner Brook in 1975 to address the educational needs of the west coast of the province. It was renamed Sir Wilfred Grenfell College in 1979, and then 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 Campus:** The Labrador Campus is Memorial's newest location based in Happy Valley-Goose Bay, Labrador. Home to the School of Arctic and Subarctic Studies and the Pye Centre for Northern Boreal Food Systems, the Labrador Campus provides place-based, northern-focused, and Indigenous-led education and research opportunities in Labrador and across the North.



**Signal Hill Campus:** 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 online 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 18,765 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 2022 by provincial campus, program level, gender and enrolment status.

	Undergraduate/Diploma & Certificates				Graduate Degrees				Grand Total
	Female	Male	ND*	Total	Female	Male	ND*	Total	
<b>St. John's Campus+</b>	<b>6,031</b>	<b>4,737</b>	<b>103</b>	<b>10,871</b>	<b>2,124</b>	<b>1,771</b>	<b>31</b>	<b>3,926</b>	<b>14,797</b>
Full-time	5,723	4,632	103	<b>10,458</b>	1,353	1,468	22	<b>2,843</b>	<b>13,301</b>
Part-time	308	105	0	<b>413</b>	771	303	9	<b>1,083</b>	<b>1,496</b>
<b>Grenfell Campus^</b>	<b>786</b>	<b>387</b>	<b>25</b>	<b>1,198</b>	<b>80</b>	<b>48</b>	<b>1</b>	<b>129</b>	<b>1,327</b>
Full-time	699	350	23	<b>1,072</b>	76	46	0	<b>122</b>	<b>1,194</b>
Part-time	87	37	2	<b>126</b>	4	2	1	<b>7</b>	<b>133</b>
<b>Marine Institute -</b>	<b>209</b>	<b>650</b>	<b>8</b>	<b>867</b>	<b>123</b>	<b>159</b>	<b>2</b>	<b>284</b>	<b>1,151</b>
Full-time	115	431	5	<b>551</b>	65	88	0	<b>153</b>	<b>704</b>
Part-time	94	219	3	<b>316</b>	58	71	2	<b>131</b>	<b>447</b>
<b>On-line</b>	<b>821</b>	<b>653</b>	<b>15</b>	<b>1,489</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1,490</b>
Full-time	311	246	5	<b>562</b>	0	0	0	<b>0</b>	<b>562</b>
Part-time	510	407	10	<b>927</b>	1	0	0	<b>1</b>	<b>928</b>
<b>Total~</b>	<b>7,847</b>	<b>6,427</b>	<b>151</b>	<b>14,425</b>	<b>2,328</b>	<b>1,978</b>	<b>34</b>	<b>4,340</b>	<b>18,765</b>

\*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 5,685 and the revenue generated from them subsidizes the administrative and faculty costs of the Institute.

~Excludes 255 post graduate medicine students

As of March 2023, Memorial employed 3,812 faculty and staff across its three campuses in the province as shown in the table below.

	Faculty				Staff				Total
	Female	Male	ND*	Total	Female	Male	ND*	Total	
<b>St. John's Campus</b>	<b>544</b>	<b>592</b>	<b>12</b>	<b>1,148</b>	<b>1,224</b>	<b>783</b>	<b>14</b>	<b>2,021</b>	<b>3,169</b>
Full-time	445	521	10	976	1,107	736	9	1,852	2,828
Part-time	99	71	2	172	117	47	5	169	341
<b>Grenfell Campus</b>	<b>48</b>	<b>63</b>	<b>2</b>	<b>113</b>	<b>111</b>	<b>71</b>	<b>1</b>	<b>183</b>	<b>296</b>
Full-time	42	59	2	103	102	66	1	169	272
Part-time	6	4	0	10	9	5	0	14	24
<b>Marine Institute</b>	<b>53</b>	<b>130</b>	<b>0</b>	<b>183</b>	<b>101</b>	<b>63</b>	<b>0</b>	<b>164</b>	<b>347</b>
Full-time	50	122	0	172	95	62	0	157	329
Part-time	3	8	0	11	6	1	0	7	18
<b>Total</b>	<b>645</b>	<b>785</b>	<b>14</b>	<b>1,444</b>	<b>1,436</b>	<b>917</b>	<b>15</b>	<b>2368</b>	<b>3,812</b>

\* Gender not disclosed

Faculty count does not include: Clinical, Adjuncts,

Staff count does not include: Post Doctorate, TAUMUN, Casual, Call-in or Student Employees

Includes Faculty and Staff paid from Operating Funds, Grant Funds or Both

## 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 2021-22, the total operating budget for the university (including the Faculty of Medicine) is \$443.9 million and the capital budget is \$2.4 million. Revenues include: grants from the provincial government of \$359.3 million; student tuition and fees of \$74.1 million, a grant from the federal government of \$4.9 million; and \$5.6 million of other income (external recoveries and interest on 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 April 1, 2023 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
Earl Ludlow, Chancellor Dr. Neil Bose, President and Vice-Chancellor (pro tempore) Dr. Jennifer Lokash, Interim Provost and Vice-President (Academic)	Glenn Barnes, Chair Michelle Baikie Joe Dunford Karen McCarthy Eleanor Swanson	Bud Davidge Cathy Duke (Vice- Chair) Rex Gibbons Anne Marie Hann Andrea Stack	Jorge Campos Arshad Ali Shaikh

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 enable 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 rewards 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. 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 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 are focused on student success in programs, as well as after graduation. 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 engaging with 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 focused 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 Campus, the Gardiner Centre, Genesis, Grenfell Office of Engagement and Navigate, Memorial continues to strengthen linkages with traditional partners and seek 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, information technology and management, 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 following vision and core values 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

In spring 2021, the Board of Regents approved *Transforming Our Horizons*, Memorial's five-year strategic plan for 2021-2025.<sup>1</sup> The plan guides the university towards a brighter future in which Memorial contributes to a socially resilient, economically prosperous, culturally vibrant, inclusive, healthy, and sustainable Newfoundland and Labrador. *Transforming Our Horizons* focuses on five strategic themes: proactive programs, inspired learning, dynamic research, commitment to communities, and promotion and pride. In addition to strategic themes, the plan outlines six aspirational areas of culture: team memorial, inclusion and equity, service, innovation, care and well-being, and achievement.

## ISSUE 1: PROACTIVE PROGRAMS

Learning at Memorial prepares students to be tomorrow's global citizens — critical thinkers, creative artists, problem solvers, skilled to positively contribute to the province's social, cultural and economic vitality and the world. This is core to all our programs.

As we create the programs of the future, we proactively engage with:

**Future needs of students:** We cast a forward view to renew and develop responsive programs, where students are reciprocal partners in their learning journey. Program innovation must be approached through broad stakeholder engagement, including students, faculty, staff, community partners and alumni. We continue work that enhances campus life, improving infrastructure and developing formal and informal learning spaces to create environments that foster unrestrained inquiry, critical thinking, creativity and innovation.

**Future needs of our province:** Memorial must mobilize its diverse multi-campus opportunities to be bold interdisciplinary collaborators, drawing future needs into the present while strengthening areas of excellence. This means stronger ties with community organizations, industries, supporting agencies, governments and a spectrum of professions while foregrounding interdisciplinary collaboration to address global challenges and local needs.

Building global citizens requires Memorial to support ethically grounded, comprehensive internationalization across all locations. Our international location in Harlow, England, can be a valuable gateway to facilitating both meaningful experiences for students and proactive programming. Moving beyond the traditional demographic bounds of undergraduate and graduate degree-seeking students, Memorial will expand continuing

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<sup>1</sup> View more information about *Transforming Our Horizons* at <https://www.mun.ca/strategicplanning/>

education pathways and micro-credential professional development opportunities responsive to lifelong learning. At the same time, we continue to invest in our innovation and entrepreneurial ecosystem.

As we advance program innovation, this work must embed core and critical issues that enable a vibrant and prosperous future for all — particularly the calls to action of the Truth and Reconciliation Commission, equity, diversity and inclusion and commitment to environmental sustainability. We acknowledge the continued importance of accessibility to high-quality education, underscoring the need to provide access for students from disadvantaged, marginalized and vulnerable backgrounds.

**GOAL 1: By March 31, 2026, Memorial University will have enhanced its proactive programming.**

**Three-year indicators:**

1. Development of a Strategic Enrolment Management Plan.
2. Expanded continuing, professional, industrial training, and extended education.
3. Development of revenue-generating undergraduate and graduate programs.
4. Completion of an experiential learning framework.
5. Enhanced pathways and micro-credentials.
6. Supported Indigenous programming and curriculum.

**Objective 1:** By March 31, 2024, Memorial University will have identified opportunities and initiatives to develop and enhance its proactive programming.

**Annual indicators:**

1. Continued the development of a Strategic Enrolment Management Plan.
2. Continued to expand continuing, professional, industrial training, and extended education.
3. Continued to develop revenue-generating undergraduate and graduate programs.
4. Advanced the development of an experiential learning framework.
5. Enhanced pathways and micro-credentials.
6. Supported Indigenous programming and curriculum.

**Objective 2:** By March 31, 2025, Memorial University will have continued to undertake

activities to develop and enhance its proactive programming.

**Objective 3:** By March 31, 2026, Memorial University will have furthered activities to develop and enhance its proactive programming.

## **ISSUE 2:   INSPIRED LEARNING**

Inspired learning focuses on cutting-edge pedagogies, technologically enabled environments and ever greater experiential and community-based opportunities.

The global pandemic has underscored the foundational need for in-person learning and vibrant life across all our campuses and locations. As we transition to a post-pandemic educational environment, re-imagining a rich on-campus learning experience for students will need intentional focus. Now is the time to apply the creativeness and tenacity shown throughout the pandemic. Innovative, engaging learning that reaches and attracts new constituencies of students is essential. To some degree, this means improving what Memorial has already been doing well for years — attracting new students, particularly international students, to the province. But as the world emerges from the pandemic, it also means broadening our teaching delivery, mobilizing capacities for online learning innovation, engaging new markets and inspiring through teaching to create a rich student experience.

As a university for the province and the world, we must leverage our history as leaders in online learning. This is a primary way in which Memorial can further open classrooms and programs to people across the province and an ever-expanding world of learners across the globe. Increased robustness to online learning complements vibrant in-person learning and campus life. It extends the reach of existing programs and encourages the creation of new ones in response to local, national and international demands. Properly constructed, it can provide accessible, flexible and appealing pathways for students at home and abroad, and enhance the opportunity for all campuses to offer more choice to current and future students.

We also recognize the need to support, grow and celebrate our teaching, enhancing the value and recognition of excellent teaching across the university. Memorial will be a university where teaching excellence is embedded in curriculum planning, design, scholarship and educational leadership.

**GOAL 2: By March 31, 2026, Memorial University will have enhanced its inspired learning environment.**

**Three-year indicators:**

1. Enhanced online and hybrid learning opportunities.
2. Investments in teaching infrastructure and facilities.
3. Indigenized, decolonized, and created inclusive campus spaces.
4. Improved international student experiences and supports.

**Objective 1:** By March 31, 2024, Memorial University will have identified opportunities and initiatives to enhance its inspired learning environment.

**Annual indicators:**

1. Enhanced online and hybrid learning opportunities.
2. Invested in teaching infrastructure and facilities.
3. Indigenized, decolonized, and created inclusive campus spaces.
4. Improved international student experiences and supports.

**Objective 2:** By March 31, 2025, Memorial University will have continued activities to enhance its inspired learning environment.

**Objective 3:** By March 31, 2026, Memorial University will have implemented activities to enhance its inspired learning environment.

### **ISSUE 3: DYNAMIC RESEARCH**

Memorial is a place of remarkable research. The research and creative activity of faculty, students and staff have global reach with local impact. Recognized as one of Canada's top 20 research universities, Memorial is a place of creativity, innovation and entrepreneurship in all its forms. This work enriches the province, contributing to its long-term sustainability socially, culturally and economically while advancing our presence on the world stage.

Memorial will continue the trajectory of growth across disciplines and strategic research themes including Indigenous Peoples; Arctic and Northern regions; community, regional and enterprise development; creative arts, culture and heritage; environment, energy and natural resources; governance and public policy; information and communication technology; oceans, fisheries, and aquaculture; social justice; and well-being, health and biomedical discovery. We recognize that these research themes are not all we discover.

We commit to encouraging and enabling the full diversity of research that we boast as a medical/doctoral comprehensive university. We support the research aspirations of faculty, students, staff, centres and institutes across all disciplines from curiosity-based fundamental research, through reflective and creative forms of scholarship and artistic practice, to innovation-driven research.

Memorial boasts nationally and internationally leading research expertise. This is no more evident than in our world-renowned and longstanding oceans related research and our growing research strength in sustainability, agriculture and food security at Grenfell Campus and the Labrador Institute. Growth in the Marine Institute, partnership in the Ocean Frontier Institute and being part of Canada's Ocean Supercluster has brought Memorial to the leading edge. This is a strategic focus for the future, targeted towards sustainability and stewardship of the resources that surround us and supported internationally by the United Nations Development Programme's sustainable development goals. At the same time, Memorial needs to create new areas of collaborative excellence. Memorial must leverage both its research capacity and the technology sector — engaging with community, industry and government partners — to address the myriad of challenges facing all of us including climate change, agriculture and food security, immigration, equity and inclusion, public policy, social resiliency, artistic and cultural vibrancy and economic prosperity.

This requires a Memorial that is ever more collaborative and we must intentionally connect the talents of researchers from across our campuses, units and disciplines to establish convergent clusters organized around core research questions and problems. This work needs to be outwardly focused, dynamic and responsive to community and business input in ways that boost the province's prosperity and increase the knowledge intensity of the provincial economy.

Bringing together researchers and scholars to work on convergent challenges and questions will enhance the ability to connect local needs with global research activity and networks. It is work that advances solutions and enhances human experiences provincially and around the world. These clusters will be community and industry responsive centres of engagement, raising the knowledge intensity of local, community and business organizations while growing sustainable prosperity with the peoples of Newfoundland and Labrador.

**GOAL 3: By March 31, 2026, Memorial University will have enhanced the global reach and local relevance of its dynamic research through interdisciplinarity.**

**Three-year indicators:**

1. Memorial's national and international research reputation in both signature and emerging areas of strength.
2. Embedded Research Impacting Indigenous Groups Policy.
3. External funding of research and scholarly knowledge.
4. Research publications and PhD students.
5. Engagement with public and private sector partners.

**Objective 1:** By March 31, 2024, Memorial University will have identified opportunities and initiatives to enhance the global reach and local relevance of its dynamic research through interdisciplinarity.

**Annual indicators:**

1. Memorial's national and international research reputation in both signature and emerging areas of strength.
2. Embedded Research Impacting Indigenous Groups Policy.
3. External funding of research and scholarly knowledge.
4. Research publications and PhD students.
5. Engagement with public and private sectors partners.

**Objective 2:** By March 31, 2025, Memorial University will have continued activities to enhance the global reach and local relevance of its dynamic research through interdisciplinarity.

**Objective 3:** By March 31, 2026, Memorial University will have implemented activities to enhance the global reach and local relevance of its dynamic research through interdisciplinarity.

**ISSUE 4:    Commitment to Communities**

Memorial will continue to champion commitment to communities. As one of Canada's most publicly engaged universities, we are committed to working with individuals, groups, organizations and communities across the province and beyond for all Newfoundlanders and Labradorians' social, cultural and economic prosperity.

In particular, Memorial will increasingly bring together students, faculty, staff and community members to engage in ground-up work, mobilizing expertise, creativity, resources and infrastructure to meet the province's challenges. We strive to be a

welcoming, networked, multi-campus university meeting individuals and groups where they are in sustained partnerships.

Working with Indigenous, municipal, regional and provincial governments, Memorial will advance the needs of our province through community-engaged, experiential learning and research. We will focus on core social, cultural and economic issues, including the calls to action of the Truth and Reconciliation Commission, equity, diversity, and inclusion, environmental sustainability, transitioning to a green, carbon-neutral society, economic diversification and the vitality of rural Newfoundland and Labrador.

We also recognize that public engagement is intimately intertwined with our service to the province as we enhance accessible, innovative, proactive learning opportunities and pathways. These meet the social, cultural and economic needs of Newfoundlanders and Labradorians. As the province's university, we are of the province, and the province is of us.

**GOAL 4: By March 31, 2026, Memorial University will have enhanced its commitment to communities through public engagement and prioritizing the social, cultural, and economics needs of the province.**

**Three-year indicators:**

1. Investments in physical infrastructure renewal, technology upgrades and accessibility.
2. Reduced carbon footprint.
3. Public engagement with the community.
4. Implementation of strategic plan for Indigenization framework.
5. Financial stability.

**Objective 1:** By March 31, 2024, Memorial University will have identified opportunities to enhance its commitment to communities through public engagement and prioritizing the social, cultural, and economics needs of the province.

**Annual Indicators:**

1. Investments in physical infrastructure renewal, technology upgrades and accessibility.
2. Reduced carbon footprint.
3. Public engagement sessions in the community.
4. Implementation of strategic plan for Indigenization framework.
5. Financial stability.



**Objective 2:** By March 31, 2025, Memorial University will have continued activities to enhance its commitment to communities through public engagement and prioritizing the social, cultural, and economics needs of the province.

**Objective 3:** By March 31, 2026, Memorial University will have implemented activities to enhance its commitment to communities through public engagement and prioritizing the social, cultural, and economics needs of the province.

## **ISSUE 5: PROMOTION AND PRIDE**

For nearly 100 years we have been realizing the visionary hopes and dreams of our founders. Memorial was founded in the pursuit of knowledge as a phoenix, propelling Newfoundland and Labrador forward. Since the day Memorial's first 55 students began their studies on Parade Street, we have grown to become one of Canada's top 20 research universities, counting more than 100,000 alumni as part of our family. Across our campuses and institutes, we deliver more than 300 program options and generate well in excess of \$100 million in research funding annually. Faculty, students and staff are routinely recognized with prestigious national and international accolades. Memorial's students come from all corners of the province, Canada and the globe. We boast phenomenal growth in graduate studies — nearly 4,000 students enrolled in over 100 different graduate programs. In the last year, we have seen the highest student enrolment in Memorial's history, exceeding 19,400.

Memorial must passionately live and tell this story every day. We must promote Memorial.

We must find new and ever more creative ways to connect and energetically advocate the importance of Memorial to the province's future prosperity. We are an economic driver for the province and must promote this role broadly. At the same time, we must advance Memorial's brand across Canada and worldwide as we recruit the very best students, faculty and staff to our lands and shores.

This work begins at home.

Memorial will propel new, innovative avenues of evocative storytelling. Focused on engaging the hearts and minds of Newfoundlanders and Labradorians, we will grow awareness of the incredible things happening at Memorial and their direct impacts on this province.

Memorial will enhance our efforts to welcome the people of this province to our campuses to experience the cutting-edge research and creative work of our faculty, staff and students. At the same time Memorial will expand its capacity to bring research and creative work to the people and communities of Newfoundland and Labrador.

Memorial will strengthen and activate networks of units and campuses to build a cohesive strategy to enhance Memorial's student and employer brand across Canada and around the world. This strategy will strengthen Memorial's place in markets where we already have a presence while identifying and engaging markets of recruitment potential.

We must also promote ourselves with the vast family that is Memorial. Our talented and dedicated faculty, staff, retirees, donors and alumni are ambassadors. We will develop, support and celebrate them as proud champions of Memorial.

Memorial will embark on a journey of cultivating ambassadors, further engaging alumni as active partners in the university and sharing the university's stories locally, regionally, nationally and internationally. We will invest in alumni networks, supports, affinity events and associations around the world.

**GOAL 5: By March 31, 2026, Memorial University will have demonstrated promotion and pride through enhancing relationships with people of the province, advancing work in building the Memorial brand, and recognizing and supporting champions of Memorial University.**

**Three-year indicators:**

1. Management and enhancement of Memorial's reputation and brand.
2. Alumni engagement initiatives.
3. Successful 100<sup>th</sup> Anniversary celebrations.
4. Development of comprehensive campaign priorities and structure.

**Objective 1:** By March 31, 2024, Memorial University will have identified opportunities to demonstrate promotion and pride through enhancing relationships with people of the province, advancing work in building the Memorial brand, and recognizing and supporting champions of Memorial University.

**Annual indicators:**

1. Alumni engagement strategy.

2. Build Memorial's brand.
3. Social media presence.
4. Stewardship of donors.

**Objective 2:** By March 31, 2025, Memorial University will have continued activities to demonstrate promotion and pride through enhancing relationships with people of the province, advancing work in building the Memorial brand, and recognizing and supporting champions of Memorial University.

**Objective 3:** By March 31, 2026, Memorial University will have completed activities to demonstrate promotion and pride through enhancing relationships with people of the province, advancing work in building the Memorial brand, and recognizing and supporting champions of Memorial University.