Background/Context

As the only university in province, Memorial University has a special obligation to the people of Newfoundland and Labrador. Memorial is a multi-campus, multi-disciplinary, public, teaching/research university committed to excellence in everything we do. We strive to have national and global impact, while fulfilling our social mandate to provide access to university education for the people of the province and to contribute to the social, cultural, scientific and economic development of Newfoundland and Labrador and beyond. Learn more about Memorial here: http://www.mun.ca/main/about/.

By supporting, pursuing and celebrating research excellence at Memorial, the university is contributing to the economies of Newfoundland and Labrador and Canada, while enhancing the research reputation of Memorial on a global platform and translating knowledge into products, practices and policies. Support offered through the Research Support Fund, through the Government of Canada, provides Memorial with the resources, equipment and administrative support to fulfill its purpose to the people of this province and beyond.

The Research Support Fund assists Canadian postsecondary institutions with the costs associated with managing their research enterprise, helping them to maintain a world-class research environment. Grants can be used to maintain modern labs and equipment; provide access to up-to-date knowledge resources; provide research management and administrative support; meet regulatory and ethical standards; or transfer knowledge from academia to the private, public and not-for-profit sectors.

Furthermore, Memorial University aims to “… be one of the most distinguished public universities in Canada and beyond…” as recognized in the University’s Research Strategy Framework, which can be accessed here: http://www.mun.ca/research/explore/framework/. As such, the Office of the Vice-President (Research) initiated and finalized the Strategic Research Intensity Plan 2014-2020 in 2013 to adopt an “integrated approach for strengthening all aspects of research at Memorial University, including scholarship and creative activities, as well as the translation of knowledge into products, practices, and policies, and other forms of community engagement.” The Strategic Research Intensity Plan can be accessed here: http://www.mun.ca/research/explore/srip/SRIP-2014-2020.pdf.

The Research Support Fund provides considerable support to Memorial, allowing the university to achieve its research goals by minimizing the costs incurred in five eligible expenditure areas: research facilities, research resources, management and administration of an institution’s...
research enterprise, regulatory requirements and accreditation, intellectual property and knowledge mobilization.

**Approach to supporting, pursuing and celebrating research excellence**

Memorial’s Research Support Fund Communications Strategy outlines the university’s approach to bring awareness to the value and impact of the program within the research community and within the Canadian research environment.

Our focus will be identifying, supporting and celebrating excellence in research at Memorial University, in particular – research supported through Research Support Fund.

Our marketing and communications will reflect the innovative nature of research and its impacts. We will adopt appropriate communications vehicles for leveraging the highest impact and exposure to deliver our messages. And, we will measure and review the efficacy of our objectives and delivery to ensure we meet our goals.

Our brand attributes will be clearly and concisely reflected in our communications products – innovative, engaging, collaborative, research-intensive, embracing, motivating and inspiring.

**Communications Goals**

*What we aspire to achieve through communicating research activities*

1. Bring awareness to the value and impact of the Research Support Fund program within the research community and the Canadian research environment
   a. Ensure accountability to stakeholders (including researchers, affiliates, industry partners and Canadian taxpayers).
2. Communicate Research Support Fund program milestones and impacts to faculty and other stakeholders through various communications tools for 2017-18, including online internal and external vehicles, as well as print materials.
3. Demonstrate the impact of research and scholarly activity on the university, Newfoundland and Labrador, Canada and beyond.

**Strategic Considerations**

*Opportunities and challenges that may impact the execution or development of communication activities*

Consider appropriate vehicles for communicating research supported by the Research Support Fund program and its impacts.
Align communications messages among each of Memorial’s four campuses (learn more about the Campuses online at: http://www.mun.ca/main/campuses.php), as well as its faculties, schools and research units.

Build capacity for each of the campuses, schools and faculties to support the Research Support Fund Communications Strategy and its goals and objectives.

The Research Support Fund replaces the Indirect Costs Program, which was established in 2003 to reinforce the research investment made by the federal government in the areas of health sciences, engineering, natural sciences, social sciences and the humanities through its three research granting agencies, CIHR, NSERC and SSHRC.

**Key Messages**

*All communication activities should reflect one or all of these three key messages*

Memorial acknowledges and is grateful for the support of the Government of Canada, through the Research Support Fund, which makes research excellence possible through the support of modern labs and equipment, research management and administrative support, meeting regulatory and ethical standards, and knowledge transfer to the private, public and not-for-profit sectors. The continued support of the federal government allows Memorial to further enhance its research reputation globally and leverages opportunities to translate knowledge into products, policies and practices.

Memorial is committed to supporting and celebrating a research environment that is rooted in creativity, innovation and excellence.

Exceptional research at Memorial contributes to economic well-being of the people of Newfoundland and Labrador, Canada and beyond.

**Key Stakeholders**

*Key influencers in the success of research at Memorial, and what factors drive/motivate them*

1. Internal Stakeholders

This consists of faculty, staff, undergraduate and graduate students, post-doctoral fellows and alumni. The university community wants to be supported and recognized for their research aspirations and accomplishments. The Communications Strategy will equip the university community with the tools for highlighting research excellence and potential impacts of
research, and provide them with the means for concise, consistent and effective communications.

**External Stakeholders**
1. Government of Newfoundland and Labrador
2. Government of Canada
3. Researchers
4. Affiliates
5. Industry partners
6. Academic partners
7. Canadian taxpayers
8. Donors
9. Potential faculty, staff and students

The Communications Strategy will hold Memorial University accountable to external stakeholders for the support received through Research Support Fund investments and celebrate research excellence and impacts that arise as a result of the fund.

**Evaluating Success**
*Measure the alignment of communication activities to the strategy’s communications goals*

1. Number of communications and marketing materials developed to support the awareness of the program and acknowledge support of the program.
2. Number of research and scholarly activities that have been identified and recognized throughout VPR research and faculty/discipline channels.
3. Research and scholarly activity that was recognized externally (or outside the university community), either through media, public engagement, etc.
4. Leveraged channels to communicate Research Support Fund program and associated successes to each stakeholder group.
<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Goal/Objective</th>
<th>Tactics</th>
<th>Vehicle</th>
</tr>
</thead>
</table>
| Internal and external stakeholders | (1) Bring awareness to the value and impact of the Research Fund Program within the research community and the Canadian research environment. (a) Ensure accountability to stakeholders (including researchers, industry partners and Canadian taxpayers). | • Post information and communications strategy re. Research Support Fund on www.mun.ca/research by application grant deadline (May 25, 2017)  
• Create direct link to web page from main research page  
• In support of goal (b) – make accessible and available through the www.mun.ca/research - the program information, strategy and outcomes (as they become available) | Website, Email, E-News |
| Internal and external stakeholders | Communicate Research Support Fund program milestones and impacts to faculty and other stakeholders through various communication tools for 2017-18, including online, internal and external vehicles. | • Collaborate with Research Support Program communications team to bring awareness of research impacts from Memorial | Email, Online Story |
| Demonstrate the impact of research and scholarly activity on the university, Newfoundland and Labrador, Canada and beyond. | • Celebrate impactful research and recognize support programs through various (appropriate channels):
  - Pitch stories with impact to local and national news outlets;
  - Profile and celebrate Memorial’s research expertise, advances impacts and accomplishments on Memorial’s online news website, the Gazette ([https://gazette.mun.ca/](https://gazette.mun.ca/));
  - Reference research excellence in communications and marketing materials for events, announcements, information sessions and presentations;
  - Share exciting research successes via Memorial’s Twitter and Facebook page;
  - Celebrate impactful research through Memorial’s research publications and faculty websites; and
  - Cross-promote research excellence with other university faculties/schools/campuses to celebrate multidisciplinary, collaborative research | Online
  Social Media
  Events
  Announcements
  Presentations
  Annual Research Report
  Annual institutional President’s Report
  [https://gazette.mun.ca/](https://gazette.mun.ca/)
  Mun.ca
  Mun.ca/research
  Faculty websites and unit-led publications
  Blogs
  Media releases
  News stories |