



MEMORIAL UNIVERSITY OF NEWFOUNDLAND

STRATEGIC PLAN SUBMISSION

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

APRIL 1, 2017-MARCH 31, 2020



Board of Regents

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

June 16, 2017

Honourable Gerry Byrne, MHA
Minister of Advanced Education, Skills and Labour
Government of Newfoundland and Labrador
Confederation Building
St. John's, NL, A1B 4J6

Dear Minister Byrne:

In accordance with the Board of Regents' responsibilities under the *Transparency and Accountability Act*, I am pleased to present the 2017-20 Strategic Plan for Memorial University covering the period from April 1, 2017 to March 31, 2020. Pursuant to legislation, the Board is designated as a category 1 entity and is required to prepare a strategic plan.

The 2017-20 plan is the fifth that has been prepared by Memorial University and is a continuation of the ambitious agenda set out in the in the 2014-17 plan. The goals and objectives set out in this plan address strategic areas directly related to the mission of the University:

1. Teaching and Learning
2. Research, Scholarship and Creative Activity
3. Public Engagement
4. Enabling Success

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

Sincerely,

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

Iris Petten
Chair, Board of Regents

TABLE OF CONTENTS

PLAN AT A GLANCE	1
INSTITUTIONAL OVERVIEW	3
FINANCES	6
MANDATE.....	6
PRIMARY CLIENTS.....	8
LINES OF BUSINESS.....	9
CORE VALUES AND VISION	10
STRATEGIC ISSUES	12
Issue 1: Teaching and Learning	12
Issue 2: Research, Scholarship and Creative Activity.....	14
Issue 3: Public Engagement.....	16
Issue 4: Enabling Success	17

PLAN AT A GLANCE

VISION

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

GOALS

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

ISSUE 1: TEACHING AND LEARNING

GOAL 1: By March 31, 2020, Memorial University will have enhanced its teaching and learning environment.

Objective 1: By March 31, 2018, Memorial University will have initiated activities to enhance its teaching and learning environment.

Objective 2: By March 31, 2019, Memorial University will have continued to undertake activities to enhance its teaching and learning environment.

Objective 3: By March 31, 2020, Memorial University will have furthered activities to enhance its teaching and learning.

ISSUE 2: RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITY

GOAL 2: By March 31, 2020, Memorial University will have enhanced support of research and scholarly knowledge generation.

Objective 1: By March 31, 2018, Memorial University will have initiated activities to enhance support of research and scholarly knowledge generation.

Objective 2: By March 31, 2019, Memorial University will have continued activities to enhance creation of research and scholarly knowledge generation.

Objective 3: By March 31, 2020, Memorial University will have implemented activities to enhance support of research and scholarly knowledge generation.

ISSUE 3: PUBLIC ENGAGEMENT

GOAL 3: By March 31, 2020, Memorial University will have enhanced its public engagement within the province and beyond.

Objective 1: By March 31, 2018, Memorial University will have undertaken activities to enhance its public engagement provincially, nationally and internationally.

Objective 2: By March 31, 2019, Memorial University will have continued activities to enhance its public engagement provincially, nationally and internationally.

Objective 3: By March 31, 2020, Memorial University will have implemented activities to enhance its public engagement provincially, nationally and internationally.

ISSUE 4: ENABLING SUCCESS

GOAL 4: By March 31, 2020, Memorial University will have completed efficiencies to enhance operational success.

Objective 1: By March 31, 2018, Memorial University will have commenced activities to complete deferred maintenance, enhance infrastructure and achieve operational efficiency.

Objective 2: By March 31, 2019, Memorial University will have continued activities to complete deferred maintenance, enhance infrastructure and achieve operational efficiency.

Objective 3: By March 31, 2020, Memorial University will have completed deferred maintenance, enhanced its infrastructure, and achieved organizational efficiencies.

INSTITUTIONAL OVERVIEW

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

As Newfoundland and Labrador's only university, Memorial has a special obligation to the people of this province. The university strives to have national and global impact, while fulfilling its 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.

Memorial University Campuses

St. John's Campus: The St. John's campus is Memorial's largest with more than 40 buildings that house the teaching and research facilities of six faculties and six schools. The campus offers undergraduate, graduate and professional programs in a comprehensive range of disciplines. Research facilities support the diversity of disciplines and reflect the university's mid-North Atlantic location and unique cultural heritage. The campus also houses central administrative services for the entire system and the Queen Elizabeth II Library, which has one of the most notable collections in Atlantic Canada.

Grenfell Campus: Sir Wilfred Grenfell College was established in Corner Brook in 1975 to address the educational needs of the west coast of the province. In 2010 the College was restructured to become Grenfell campus. Initially created to provide students with an opportunity to complete the first two years of their program on the west coast, the campus has evolved to offer a host of undergraduate and graduate degree programs in arts, sciences, environmental studies and fine arts, among others.

Marine Institute Campus: The Marine Institute (MI) was established as the College of Fisheries, Navigation, Marine Engineering and Electronics in 1964 and merged with Memorial University in 1992. The Institute's main campus is located in St. John's, with

facilities in: Foxtrap, Holyrood, Stephenville, and Lewisporte. Having one of the most advanced and comprehensive collections of marine research and educational facilities, MI is recognized globally as a leader in marine education and applied research. MI offers a variety of graduate, undergraduate, diploma, and certificate programs in areas related to fisheries and oceans along with a vast array of industrial response courses and other outreach activities.

Harlow Campus: Memorial University's Harlow Campus is located abroad in Old Harlow, Essex, United Kingdom. A number of the academic units from Memorial's campuses offer programs and credit courses at the Harlow Campus. The campus also 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.

Labrador Institute: In addition to the four campuses noted above, Memorial University also maintains an important presence in Labrador through the Labrador Institute. Established in 1977, the Labrador Institute is mandated to stimulate, coordinate, and support major university projects and programs and to expand the Labrador knowledge base. The goal of the Labrador Institute is to facilitate the educational aspirations, research requirements, and the socio-cultural well-being of the people of Labrador. The institute has an advisory board made up of residents from various parts of Labrador. It has offices in three locations: Happy Valley-Goose Bay; Labrador City; and North West River. All offices are co-located with College of the North Atlantic (CNA).

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

Memorial's enrolment for the first year after receiving university status stood at only 307 students. Today, the university is home to 18,010 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 2016 by provincial campus, program level, gender and enrolment status.

	Undergraduate/Diploma			Graduate			Total
	Female	Male	Total	Female	Male	Total	
St. John's Campus+	6,830	4,170	11,000	1,797	1,718	3,515	14,515
<i>Full-time</i>	6,350	3,947	10,297	1,056	1,341	2,397	12,694
<i>Part-time</i>	480	223	703	741	377	1,118	1,821
Grenfell Campus^	554	667	1,221	33	20	53	1,274
<i>Full-time</i>	531	638	1,169	32	19	51	1,220
<i>Part-time</i>	23	29	52	1	1	2	54
Marine Institute Campus~	236	695	931	59	132	191	1,122
<i>Full-time</i>	162	484	646	19	36	55	701
<i>Part-time</i>	74	211	285	40	96	136	421
On-line	624	475	1,099	0	0	0	1,099
<i>Full-time</i>	132	88	220	0	0	0	220
<i>Part-time</i>	492	387	879	0	0	0	879
Total*	8,244	6,007	14,251	1,889	1,870	3,759	18,010

+ - Includes Centre for Nursing Studies

^ - Includes Western Regional School of Nursing

~ - Excludes Marine Institute industrial response courses. The total enrolment in these courses was 8,288 and the revenue generated from them subsidizes the administrative and faculty costs of the Institute.

* - Excludes 262 post graduate medicine students

- Students taking courses at Harlow and the Labrador Institute are counted on the campus where they are registered for their program.

As of March 2017, Memorial employed approximately 3,900 faculty and staff across its three campuses in the province as shown in the table below.

	Faculty			Staff			Total
	Female	Male	Total	Female	Male	Total	
St. John's Campus	525	682	1,207	1,227	794	2,021	3,228
<i>Full-time</i>	459	602	1,061	1,141	765	1,906	2,967
<i>Part-time</i>	66	80	146	86	29	115	261
Grenfell Campus	49	59	108	106	66	172	280
<i>Full-time</i>	42	57	99	104	63	167	266
<i>Part-time</i>	7	2	9	2	3	5	14
Marine Institute Campus	48	166	214	98	83	181	395
<i>Full-time</i>	44	156	200	97	82	179	379
<i>Part-time</i>	4	10	14	1	1	2	16
Total	622	907	1,529	1,431	943	2,374	3,903

- Harlow and Labrador Institute staff are included in the St. John's Campus numbers.

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 at www.mun.ca/finance/fin_reports.

In 2016-17, the total operating budget for the university (including Faculty of Medicine) was \$431.1 million and the capital budget was \$3.2 million. Revenues include: grants from the provincial government of \$376.2 million; tuition fees of \$48.0 million, a grant from the federal government of \$4.1 million; and smaller sources of income including endowments and investments.

MANDATE

The *Memorial University Act* specifies the role, responsibilities, structure and other governance and administrative aspects of the university. The university is governed by a Board of Regents, including: ex-officio, members appointed by the Lieutenant-Governor in Council, members elected by Memorial University Alumni Association, and student members appointed by the Lieutenant-Governor in Council. Membership of the Board of Regents as of April 3, 2017 is provided in the following table.

Ex-Officio	Appointed by Lieutenant-Governor in Council	Elected by Memorial University Alumni Association	Students Appointed by Lieutenant-Governor in Council
Dr. Susan Dyer Knight, Chancellor	Iris Petten, Chair, Avalon	Colleen Galgay-Johnston	Jaime Giraldo
Dr. Gary Kachanoski, President and Vice-Chancellor	Margaret Allan, Avalon	Katherine Hickey	Zachary Green
Dr. Noreen Golfman, Provost and Vice-President (Academic)	Michelle Baikie, Labrador	John Hogan	Rebecca Stuckey
	Glenn Barnes, Avalon	Kimberly Keating	
	Steven Belanger, Avalon	Denis Mahoney	
	Robert Bishop, Avalon	George Tucker	
	Mark Bradbury, Avalon		
	Joe Dunford, Avalon		
	Karen McCarthy, Avalon		
	Max Rice, Central		
	Trevor Stagg, West		
	Eleanor Swanson, Avalon		

Memorial's mandate is described in Section 8 of the *Act* as follows:

The university shall, where and to the full extent which its resources permit, provide:

- (a) instruction in all branches of liberal education that enables students to become proficient in and qualify for degrees, diplomas and certificates in science, commerce, arts, literature, law, medicine and all other branches of knowledge;
- (b) instruction, whether theoretical, technical, artistic or otherwise that is of special service to persons engaged or about to be engaged in the fisheries, manufacturing or the mining, engineering, agricultural and industrial pursuits of the province;
- (c) facilities for the prosecution of original research in science, literature, arts, medicine, law, and especially the application of science to the study of fisheries and forestry;
- (d) fellowships, scholarships, exhibitions, prizes and monetary and other aids that facilitate or encourage proficiency in the subjects taught in the university as well as original research in every branch; and
- (e) extra-collegiate and extra-university instruction and teaching and public lecturing, whether by radio or otherwise, that may be recommended by the Senate.

The legislation also defines the governance structure of the institution and the powers and responsibilities vested in it. The governance system is bicameral, having two governing bodies: the Board of Regents and Senate. The Board of Regents is generally charged with the "management, administration and control of the property, revenue, business and affairs of the university". Among others, the Board has the specific power to:

- make rules and regulations concerning the meetings of the Board and its transactions;
- exercise, in the name and for the benefit of the university and as the act and deed of the university, any or all powers, authorities and privileges conferred upon the university as a corporation by this Act;
- acquire, maintain and keep in proper order real property;
- lay out and spend sums that may be considered necessary for the support and maintenance of the university;
- appoint the leadership, faculty and staff of the university;
- establish faculty councils and other bodies within the university; and
- fix, determine and collect all fees and charges to be paid to the university.

The Senate has “general charge of all matters of an academic character”. Some of its key powers include:

- determining the degrees, including honorary degrees, diplomas and certificates of proficiency to be granted by the university and the persons to whom they shall be granted;
- determining the conditions of matriculation and entrance, the standing to be allowed students entering the university and all related matters;
- considering and determining all courses of study and all matters relating to courses of study;
- regulating instruction and determining the methods and limits of instructions;
- preparing the calendar of the university for publication; and
- exercising disciplinary jurisdiction with respect to students in attendance at the university by way of appeal of the faculty council.

In addition, the Act also addresses a number of other issues such as exemption from taxation, protection from liability, audit, annual reporting, parking and the appointment of the president.

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

PRIMARY CLIENTS

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

1. Students
 - a. undergraduate
 - b. graduate
 - c. certificate
 - d. diploma

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

LINES OF BUSINESS

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

Teaching and Learning

Memorial offers a vast array of certificate, diploma, undergraduate, and graduate degree programs in multiple modes and settings. The current Teaching and Learning 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 goal is 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 teaching and learning through the development of a new Teaching and Learning Framework that will reflect a vision for the diverse academic needs of students, faculty and staff.

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. Pursuing research opportunities in cold ocean

engineering, marine science, social and economic development, and many more, the Research Framework fosters a vibrant culture of scholarly inquiry at Memorial by encouraging cross-disciplinary collaboration and enabling resource sharing with a view of advancing knowledge, as well as impacting external communities at local, national and international levels.

Public Engagement

Memorial's strong community linkages have been built by engaging faculty, students and staff in public activities such as cooperative education offerings, expertise sharing, and conducting applied research. The university's Public Engagement Framework builds upon this work to address the needs of government, communities, organizations and businesses. Through entities such as the Gardiner Centre, the Genesis Group, the Labrador Institute, and the Harris Centre, the university seeks to forge stronger linkages with traditional partners, seek new opportunities for collaboration, and continue to bring people together in innovative ways.

Administration

While Memorial does not identify Administration as a line of business, it relies on an efficient and effective central administrative system to enable the achievement of Memorial's overall goals. Major functions, such as registrarial services, human resource management, finance, academic and administrative computing, facilities management, marketing and communications, student affairs, risk management/audit, alumni relations and development, and analysis and planning are a few of the administrative units that support the strategic frameworks and the achievement of the university mandate as a whole.

CORE VALUES AND VISION

Following an extensive consultation process, Memorial's Senate and Board of Regents approved a new *Vision, Mission, and Values* statement for the University. The vision and core values that follow were extracted 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

ISSUE 1: TEACHING AND LEARNING

Teaching and learning is at the core of Memorial’s mandate. The university is dedicated to providing a teaching and learning environment that enables its educators to be leaders in their disciplines, and its students to develop the skills and abilities needed to be successful in their future endeavours. The Teaching and Learning Framework (TLF) at Memorial was developed in 2011 to foster creativity, innovation and excellence in program curricula and delivery. A fundamental goal of the framework is a teaching and learning community that engages learners and educators in the pursuit and sharing of knowledge. To achieve this goal, the community must be engaging, supportive, responsive, inclusive, outcomes-oriented and committed to discovery.

Student success is the focus of the teaching and learning community at Memorial. Like most universities, Memorial has been impacted by demographic shifts and challenged by change, both technological and societal, that is occurring at an ever-increasing pace. Now more than ever, the university has a very diverse student population and its teaching and learning environment must be responsive to this diversity. Understanding

student needs is critical to the development of teaching and learning at Memorial. It is important to continually assess the implications for program delivery, curriculum development, and student supports and services. As part of this commitment, Memorial recognizes the need for greater cooperation between the two publically-funded post-secondary institutions in the province in conjunction with the Council on Higher Education to facilitate the transfer of students across institutions.

Memorial has made tremendous efforts to advance its teaching and learning environment in the last six years. The university is endeavouring to look back on the success and strengths of its TLF, build upon them, and move forward with a renewed vision for teaching and learning at Memorial that reflects the current and diverse academic needs of students, faculty and staff. A renewed Teaching and Learning Framework is being developed that will learn from the collective experiences of the community and build on the foundation of the original framework. This document will guide Memorial's future development in this area and outline the key priorities for the coming years.

GOAL 1: By March 31, 2020, Memorial University will have enhanced its teaching and learning environment.

Three-year Indicators:

1. Enhanced programs and services to support teaching and learning.
2. Engaged students, educators, staff and the community to support teaching and learning.
3. Increased collaboration with the College of the North Atlantic on student-related initiatives.

Objective 1: By March 31, 2018, Memorial University will have initiated activities to enhance its teaching and learning environment.

Annual Indicators:

1. Completed development of key initiatives of the renewed Teaching and Learning Framework and began implementation.

2. Enhanced coordination among programs and services in support of teaching and learning.
3. Improved use of information and metrics to support teaching and learning programs and services.
4. Initiated discussions regarding opportunities for collaboration with CNA.

Objective 2: By March 31, 2019, Memorial University will have continued to undertake activities to enhance its teaching and learning environment.

Objective 3: By March 31, 2020, Memorial University will have furthered activities to enhance its teaching and learning.

ISSUE 2: RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITY

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

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

- Accelerate the production and dissemination of scholarly outcomes, and strengthen its capacity to compete successfully for grants from Canada and abroad;
- Intensify its ability to supervise and graduate master and doctoral candidates, and grow the pool of highly qualified human capital so important for building Newfoundland and Labrador, and Canada;
- Continue to build its reputation, facilitating the recruitment of high quality students, faculty members and staff to the university, and the province, and

- Enhance its capability to address the research priorities of government, industry, and society at large in Newfoundland and Labrador.

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

Partnerships with other post-secondary institutions and the private sector, such as the Oceans Frontier Institute (OFI), also provide opportunities for further growth and development.

GOAL 2: By March 31, 2020, Memorial University will have enhanced support of research and scholarly knowledge generation.

Three-year Indicators:

1. Facilitated the achievement of excellence in research and creation of scholarly knowledge.
2. Engaged local, national and international partners in research and creation of scholarly knowledge.

Objective 1: By March 31, 2018, Memorial University will have initiated activities to enhance support of research and scholarly knowledge generation.

Annual Indicators:

1. Enhanced support and services to individuals and groups engaged in research and scholarly knowledge creation.
2. Secured external funding to support research and creation of scholarly knowledge.
3. Engaged external collaborators and community partners in research and scholarly knowledge generation.
4. Sought research opportunities with the College of the North Atlantic.

Objective 2: By March 31, 2019, Memorial University will have continued activities to enhance creation of research and scholarly knowledge generation.

Objective 3: By March 31, 2020, Memorial University will have implemented activities to enhance support of research and scholarly knowledge generation.

ISSUE 3: PUBLIC ENGAGEMENT

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

To augment its long established capacity for publicly engaged research and teaching, the university provides a suite of supports for public engagement through its various campuses, faculties and schools, and through specialized centres, such as the Harris Centre, the Newfoundland and Labrador Centre for Applied Health Research, Centre for Cold Oceans Resources Engineering (C-CORE), and more recently, the university's Office of Public Engagement. Revisions to Memorial's mission, vision and values and the development of the Public Engagement Framework in 2012 have reinforced Memorial's ongoing commitment in this area.

The Public Engagement Framework of Memorial is consistent with the university's mission as a public university. In it, public engagement is defined as: "Collaborations between people and groups within Memorial and people and groups external to the university – i.e., the "public" – that further Memorial's mission. Public engagement involves mutual respect, mutual contributions and mutual benefits for all participants." The two-way nature of public engagement means that as Memorial contributes its expertise, knowledge and resources to areas of public opportunity and needs, the university is also enriched and advanced by the practical perspectives, knowledge and experience gained. It is through close collaboration with public partners from all sectors across the province and around the world that Memorial ensures its academic programming meets public needs, and is relevant to current trends, ensuring the knowledge and graduates emerging from these programs are on the cutting edge.

GOAL 3: By March 31, 2020, Memorial University will have enhanced its public engagement within the province and beyond.

Three-year Indicators:

1. Developed and supported initiatives within Memorial University to build public engagement.
2. Created opportunities for the public to engage with Memorial.

Objective 1: By March 31, 2018, Memorial University will have undertaken activities to enhance its public engagement provincially, nationally and internationally.

Annual Indicators:

1. Supported individuals and groups involved in public engagement activities with Memorial.
2. Raised awareness of achievements, collaborations and partnerships in public engagement involving Memorial.
3. Facilitated and participated in informed public dialogue.

Objective 2: By March 31, 2019, Memorial University will have continued activities to enhance its public engagement provincially, nationally and internationally.

Objective 3: By March 31, 2020, Memorial University will have implemented activities to enhance its public engagement provincially, nationally and internationally.

ISSUE 4: ENABLING SUCCESS

Achieving the goals of Memorial's three frameworks, teaching and learning, research, and public engagement requires a commitment to creating the conditions necessary for success. Two of the most important are the maintenance and development of key infrastructure and operational efficiency. Memorial has just completed a major revision of its infrastructure plan to address emerging needs and to bring it into alignment with the current fiscal climate.

Over the past three fiscal years, the university conducted an efficiency review of its operations and budgets across the academic and administrative functions of the

institution that led to efficiencies and cost avoidance totalling \$13.5 million. In addition, 2016-17 attrition targets have been met and planning is underway for the second round of attrition, which is to occur in 2018-19. Recently, the university has shifted to a model of ongoing efficiency measures through such means as integrating administrative units. Further efficiencies will be sought through continued examination of administrative and academic operations to ensure that the core mission of the institution is protected.

GOAL 4: By March 31, 2020, Memorial University will have completed efficiencies to enhance operational success.

Three-year Indicators:

1. Implemented the major recommendations of the revised infrastructure plan.
2. Implemented administrative and operational efficiencies.

Objective 1: By March 31, 2018, Memorial University will have commenced activities to complete deferred maintenance, enhance infrastructure and achieve operational efficiency.

Annual Indicators:

1. Commenced implementation of the priority recommendations of the infrastructure plan.
2. Determined and implemented administrative and operational efficiencies.

Objective 2: By March 31, 2019, Memorial University will have continued activities to complete deferred maintenance, enhance infrastructure and achieve operational efficiency.

Objective 3: By March 31, 2020, Memorial University will have completed deferred maintenance, enhanced its infrastructure, and achieved organizational efficiencies.