

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

# STRATEGIC PLAN<sup>\*</sup>

April 1, 2006 to March 31, 2008

March 14, 2008

\* Details in this plan are also captured in two Memorial University-developed plans: *The Strategic Framework* (2000-2007) and *Five Pillars* (2007-2012).





Board of Regents

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March 14, 2008

Honourable Joan Burke, M.H.A.  
Minister of Education  
Department of Education  
Government of Newfoundland and Labrador  
Confederation Building  
St. John's, NL  
A1B 4J6

Dear Minister Burke:

In accordance with the Board of Regents' responsibilities under the *Transparency and Accountability Act*, I present a Strategic Plan for Memorial University covering the two-year period from 2006-07 to 2007-08.

The university has been actively engaged in planning since 1995 when it published its first plan, titled *Launch Forth*, which was followed by the *Strategic Framework* in 2000. In February 2007, the Board of Regents approved Memorial's third plan which is intended to cover the period from 2007-12. The approval of the plan was the culmination of about 18 months of consultation, discussion and debate. The 2006-08 plan submitted herein spans a transition period as Memorial moved from the Strategic Framework (covering 2000-07) to its latest plan (covering 2007-12).

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 found in the strategic issues section.

Sincerely yours,

A handwritten signature in blue ink, appearing to read "Gil Dalton", written over a horizontal line.

Gil Dalton  
Chair, Board of Regents



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# PLAN AT A GLANCE

## VISION

Memorial will remain a highly accessible and comprehensive institution that is true to its core values. It will be an exciting place to work and study and will boast of a highly supportive environment where students, faculty and staff can thrive. It will be inclusive but at the same time sufficiently focused so that the university builds on its natural advantages/strengths and on the needs of the province.

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

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

Sir Wilfred Grenfell College will experience significant growth in enrolment, driven by new high-demand programs, and will develop a stronger research mandate consistent with its strengths and the needs of the communities it serves. The Marine Institute will be well on its way to implementing its own strategic vision and be emerging as one of the world's foremost ocean institutes. The university will invigorate its relationships with traditional partners and develop new ones to help achieve strategic objectives.

## MISSION

**Memorial University is an inclusive community dedicated to creativity, innovation and excellence in teaching and learning, research and scholarship and to public engagement and service. We recognize our special obligation to the people of Newfoundland and Labrador.**

**Memorial welcomes students and scholars from all over the world and contributes knowledge and shares expertise locally, nationally and internationally.**

# GOALS

## **Goal 1: By March 31, 2008, Memorial University will have increased and enhanced its students' learning opportunities.**

Objective 1: By March 31, 2007, Memorial University will have increased and enhanced its students' learning opportunities in select areas.

Objective 2: By March 31, 2008, Memorial University will have further increased and enhanced its students' learning opportunities.

## **Goal 2: By March 31, 2008, Memorial University will have improved research capability.**

Objective 1: By March 31, 2007, Memorial University will have improved research capability through select initiatives.

Objective 2: By March 31, 2008, Memorial University will have further improved research capability.

## **Goal 3: By March 31, 2008, Memorial University will have strengthened its connections with rural areas and collaboration within the educational system.**

Objective 1: By March 31, 2007, Memorial University will have improved connections with rural areas and collaborations within the educational system.

Objective 2: By March 31, 2008, Memorial University will have further improved rural connections and educational collaborations.

## **Goal 4: By March 31, 2008, Memorial University will have enhanced and improved its facilities.**

Objective 1: By March 31, 2007, Memorial University will have enhanced and improved select facilities.

Objective 2: By March 31, 2008, Memorial University will have enhanced and improved its facilities.

# INSTITUTIONAL OVERVIEW

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

The standard to which Memorial has always aspired was set out by the province's first premier, Joseph R. Smallwood, who declared that Memorial should be the most distinguished institution for its size in the world. Memorial has pursued this goal vigorously and with a good measure of success. The university is now the largest in the Atlantic provinces and this growth has been achieved in large measure by educating the people of Newfoundland and Labrador. The table below provides detailed enrolment information for Fall 2005 by campus, level, gender and status.

Campus	Undergraduate/Diploma			Graduate			Grand Total
	Female	Male	Total	Female	Male	Total	
St. John's	7,459	4,968	12,427	1,394	1,082	2,476	14,903
Full-time	6,773	4,529	11,302	876	680	1,556	12,858
Part-time	686	439	1,125	518	402	920	2,045
SWGC	798	388	1,186	0	0	0	1,186
Full-time	750	364	1,114	0	0	0	1,114
Part-time	48	24	72	0	0	0	72
Marine Inst	154	661	815	11	12	23	838
Full-time	109	468	577	6	3	9	586
Part-time	45	193	238	5	9	14	252
Distance	650	417	1,067	0	0	0	1,067
Full-time	93	48	141	0	0	0	141
Part-time	557	369	926	0	0	0	926
Nursing Schools	595	52	647	0	0	0	647
Full-time	577	50	627	0	0	0	627
Part-time	18	2	20	0	0	0	0
<b>Total</b>	<b>9,656</b>	<b>6,486</b>	<b>16,142</b>	<b>1,405</b>	<b>1,094</b>	<b>2,499</b>	<b>18,641</b>

Program offerings have grown and Memorial has earned a place among the best comprehensive universities in the country. Externally funded research now exceeds \$90 million annually. Memorial has also been a major contributor to the social, cultural and economic development of the province having educated the vast majority of its teachers, business people, civil servants, engineers, scientists, health professionals and visual and performing artists, among others.

In Fall 2005 Memorial employed over 6,300 faculty and staff across its three campuses as shown in the table below

Campus	Faculty			Staff			Grand Total
	Female	Male	Total	Female	Male	Total	
St. John's							
Full-time	347	748	1,095	1,273	1,355	2,628	3,723
Part-time	35	32	67	1,037	648	1,685	1,752
SWGC							
Full-time	27	70	97	76	55	131	228
Part-time	12	8	20	40	21	61	81
Marine Inst.							
Full-time	36	173	209	107	90	197	406
Part-time	3	55	58	48	45	93	151
<b>Total</b>	<b>460</b>	<b>1,086</b>	<b>1,546</b>	<b>2,581</b>	<b>2,214</b>	<b>4,795</b>	<b>6,341</b>

## MANDATE

Memorial University was formally established by the *Memorial University Act*. Its mandate is described in Section 8 as follows:

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

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

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

- make rules and regulations concerning the meetings of the Board and its transactions;
- exercise, in the name and for the benefit of the university and as the act and deed of the university, any or all powers, authorities and privileges conferred upon the university as a corporation by this Act;
- acquire, maintain and keep in proper order real property;
- lay out and spend sums that may be considered necessary for the support and maintenance of the university;
- appoint the leadership, faculty and staff of the university;
- establish faculty councils and other bodies with the university;
- 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;
- exercising disciplinary jurisdiction with respect to students in attendance at the university by way of appeal of the faculty council.

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

Two other items are of note. Article 36 of the Act mandates that the university cannot incur liability or make an expenditure that exceeds one-quarter of one percent of its total annual operating revenue. Article 38 of the Act is intended to preserve the autonomy of the institution, stating that the university is not an agency of the Crown for the purpose of the *Auditor General Act* or any other purpose.

The university is also subject to the *Transparency and Accountability Act*, though there are clauses in that Act intended to protect the autonomy of the institution.

# LINES OF BUSINESS

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

- A. Teaching – The university offers a multitude of certificate, diploma, undergraduate and graduate programs at its three major campuses in St. John's and Corner Brook and via distance education. It is solely responsible for the development and delivery of the curriculum required for these programs, for the evaluation of the students enrolled in them, for the academic policies that govern them and for the academic standards applied to them.
  
- B. Research and Scholarly Activity – All faculty members are expected to conduct research and engage in scholarly activity that keeps them at the forefront of their respective disciplines. Memorial has become increasingly active in this area and in 2006-07 attracted approximately \$90 million in external funding to support this research. It has a number of research centres and institutes that are focused on such issues as cold ocean engineering, marine science and the social and economic issues that face the province.
  
- C. Community Service – Faculty members are also expected to serve both the institution and the community in a variety of ways. Internally, faculty members serve the institution primarily by serving on governing bodies such as Senate, or as a member of committees which are the backbone of the collegial and consultative culture that exists in a university environment. Externally, Memorial is very focused on addressing the needs of the province. Entities such as the Harris Centre for Regional Development Studies and the Genesis Group have strong community linkages. Faculty members lend their expertise to external committees and advisory boards and conduct applied research that is directly applicable to local problems that have been identified. Entities such as The Works and the Botanical Garden provide another form of service to the general public.
  
- D. Administration – An institution the size of Memorial requires a significant central administration to ensure it runs efficiently and effectively. Some of the major functions include registrarial services, human resource management, finance, academic and administrative computing, facilities management, marketing and communications, student affairs, risk management/audit, alumni relations and development, and analysis and planning.

# CORE VALUES AND PRINCIPLES

A set of strongly held core values and principles guide the university as it makes the decisions that will shape its future.

- Quality and Excellence – Memorial seeks to achieve the highest possible quality in the delivery of programs and services and the research it conducts, striving for excellence in all that it does.
- Creativity, Ingenuity and Innovation – Memorial will foster a climate that encourages people to be creative and innovative.
- Equity, Equality and Diversity – Memorial values the diversity within the institution and treats people in an equitable manner.
- Accessibility – Memorial strives to be accessible to students.
- Collegiality and Co-operation – Memorial must continue to be a place where people conduct themselves in a respectful, collegial and co-operative manner, both among campuses and among the academic and administrative entities that comprise them.
- Responsiveness and Flexibility – Memorial has an obligation to be responsive to identified needs and will seek to be more flexible.
- Competitiveness – Memorial strives to be nationally and internationally competitive in all that it does.
- High Ethical Standards – Memorial holds itself to the highest ethical standards in its teaching, research and service.
- Sustainability – Memorial acts in a manner that is environmentally, economically and socially sustainable, both in its administration and in its program development.
- Accountability and Transparency – Memorial recognizes that accountability and transparency are essential characteristics of its culture.

# PRIMARY CLIENTS AND VISION

## A. PRIMARY CLIENTS

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

- Students
  - certificate
  - diploma
  - undergraduate
  - graduate
- Alumni
- Funders
  - Provincial Government
  - Federal Government (research)
  - Other
- Communities

## B. VISION

Memorial will remain a highly accessible and comprehensive institution that is true to its core values. It will be an exciting place to work and study and will boast of a highly supportive environment where students, faculty and staff can thrive. It will be inclusive but at the same time sufficiently focused so that the university builds on its natural advantages/strengths and on the needs of the province.

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

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

Sir Wilfred Grenfell College will experience significant growth in enrolment, driven by new high-demand programs, and will develop a stronger research mandate consistent with its strengths and the needs of the communities it serves. The Marine Institute will be well on its way to implementing its own strategic vision and be emerging as one of the world's foremost ocean institutes. The university will invigorate its relationships with traditional partners and develop new ones to help achieve strategic objectives.

# MISSION

Memorial's mission statement was first set out in its first strategic planning document, *Launch Forth*:

*Memorial University is committed to excellence in teaching, research and scholarship, and service to the general public.*

*Memorial University recognizes a special obligation to educate the citizens of Newfoundland and Labrador, to undertake research on the challenges this province faces and to share its expertise with the community.*

During the most recent strategic planning exercise it was decided that the university should consider revising its mission statement. In recent years, there have been concerted efforts to look beyond the borders of this province, actively recruiting students nationally and internationally, and seeking to become more involved in international ventures but this was not recognized as part of Memorial's mission. To address this, the mission statement has been revised as follows:

Memorial University is an inclusive community dedicated to creativity, innovation and excellence in teaching and learning, research and scholarship and to public engagement and service. We recognize our special obligation to the people of Newfoundland and Labrador.

Memorial welcomes students and scholars from all over the world and contributes knowledge and shares expertise locally, nationally and internationally.

**Measure:** Demonstrated excellence in higher education

**Indicators:**

- Enhanced programming
- Enhanced research profile
- Enhanced student supports to foster student success
- Enhanced facilities to accommodate anticipated growth

# STRATEGIC ISSUES

## ISSUE 1: LEARNING OPPORTUNITIES

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

The university is committed to providing the best learning opportunities for its students.

### **Goal 1: By March 31, 2008, Memorial University will have increased and enhanced its students' learning opportunities.**

**Measure:** Increased and enhanced learning opportunities

**Indicators:**

- Increased course offerings
- Expanded and new academic programs

### **Objective 1: By March 31, 2007, Memorial University will have increased and enhanced its students' learning opportunities.**

**Measure:** Enhanced learning opportunities for students

**Indicators:**

- Increased course offerings
- Expanded academic programs
- Increased resources and support for student recruitment and retention
- Increased academic support, advising and counseling

### **Objective 2: By March 31, 2008, Memorial University will have further increased and enhanced its students' learning opportunities.**

## ISSUE 2: RESEARCH

The economic, social and cultural development of Newfoundland and Labrador remains central to research activity at the university, but equally important is how this activity is situated in global terms. To face the complexity of 21st-century life, Memorial will identify research themes that enable fruitful, cross-disciplinary approaches and the sharing of resources. These activities must be actively supported at all levels of the university community, with a view not only to advancing knowledge for its own sake but also to having the greatest national and international impact.

The university is committed to improvement in its research capability.

**Goal 2: By March 31, 2008, Memorial University will have improved research capability.**

**Measure:** Improved research capability

**Indicators:**

- Enhanced research in line with provincial needs
- Increased external research funding
- Increased research findings/results of local, national and international significance
- Enhanced research capacity at Marine Institute and in oceans sciences

**Objective 1: By March 31, 2007, Memorial University will have improved research capability through select initiatives.**

**Measure:** Improved research capability

**Indicators:**

- Enhanced research in line with provincial priorities
- Improved ocean research through replacement of the Marine Institute's training ship
- Increased external funding support from federal agencies (e.g. AIF)
- Increased number of federally funded research chairs (e.g. CFI)
- Increased leveraged funding for research with assistance from provincial IRIP

**Objective 2: By March 31, 2008, Memorial University will have further improved research capability.**

## **ISSUE 3: STRENGTHENING OUR CONNECTIONS IN THE PROVINCE**

Memorial University has played a major role in the development of this province. The university reaches out to the communities of Newfoundland and Labrador and actively engages in dialogue to learn more about the opportunities they represent and the problems they face. It also welcomes communities into the university to share in our expertise.

**Goal 3: By March 31, 2008, Memorial University will have strengthened its connections with rural areas and collaboration within the educational system.**

**Measure:** Enhanced rural activities/connections, enhanced educational collaborations

**Indicators:**

- Expanded interactions between senior university officials and rural community leaders
- Increased activities in rural areas by university agencies
- Enhanced number of faculty involved in studies related to provincial challenges
- Increased collaborations with other educational institutions and specialized training

**Objective 1: By March 31, 2007, Memorial University will have improved connections with rural areas and collaborations within the educational system.**

**Measure:** Improved connections and collaborations

**Indicators:**

- Increased activity of the Leslie Harris Centre in developing fora for rural community interactions
- Increased visits/presentations by president and senior officials to rural communities province-wide
- Increased collaborations on training (i.e. CNA and apprentice training) and specialized training (i.e. offshore and other safety training at MI in Foxtrap and Stephenville)

**Objective 2: By March 31, 2008, Memorial University will have further improved rural connections and educational collaborations.**

## ISSUE 4: FACILITIES

Many of the buildings on Memorial's campuses are more than 30 years old and in need of revitalization. In recent years, government has made very significant commitments that have allowed the university to address issues of deferred maintenance. However, there is still much to be done. New infrastructure is also needed to ensure that the university is able to meet its objectives.

**Goal 4: By March 31, 2008, Memorial University will have enhanced and improved its facilities.**

**Measure:** Enhanced and improved facilities

**Indicators:**

- Enhanced efforts to address deferred maintenance
- Improved plan to address priority issues

**Objective 1: By March 31, 2007, Memorial University will have enhanced and improved select facilities.**

**Measure:** Enhanced and Improved facilities

**Indicators:**

- Enhanced efforts to address deferred maintenance in select facilities
- Improved plan to address priority issues through development of an infrastructure strategy

**Objective 2: By March 31, 2008, Memorial University will have enhanced and improved its facilities.**

# CONCLUSION

While the regulatory requirement for strategic planning is relatively new to the province, Memorial University has been working with comprehensive plans for almost two decades. This transitional plan is a compendium of ideas contained in the two formal plans that Memorial developed through broad consultation from within the university community and from the people in every region of Newfoundland and Labrador – *The Strategic Framework* (2000-2007) and *Five Pillars* (2007-12). Readers can find both those plans on the Memorial University website ([www.mun.ca](http://www.mun.ca)).

This transitional Strategic Plan has been prepared in accordance with the *Transparency and Accountability Act* which is intended to ensure our university is accountable to the people of Newfoundland and Labrador. Similarly in the near future, a three-year, performance-based Strategic Plan will be presented to the Minister of Education for tabling in the House of Assembly to meet the university's continuing regulatory obligations under the *Transparency and Accountability Act*. That plan will detail Memorial University's course of action for the three-year period commencing April 1, 2008 and ending March 31, 2011. Readers are also encouraged to review the *Five-Pillars* planning document (referenced above) which outlines the university's direction for the period 2007-2012.

Memorial will continue to honour its obligations to be open and transparent with its constituents, accountable to its funders, and responsible for its actions. In the spirit of transparency and accountability, the university will continue to operate in a manner that allows open communication about its activities, progress towards stated goals and objectives and use of resources.





Newfoundland & Labrador, Canada.  
[www.mun.ca](http://www.mun.ca)

For more information on Memorial's  
Strategic Plan, contact:

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