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LABRADOR CAMPUS OF MEMORIAL UNIVERSITY

STRATEGIC COMMITMENTS AND RESPONSIBILITIES | 2023-2027

- December 2022 -



LABRADOR
CAMPUS



The Labrador Campus of Memorial University is situated on the homelands of the Innu and Inuit.

We recognize their ancestral and continued ties to these lands and waters and uphold the inherent rights of Innu and Inuit for access to and self-determination in research, education, and reciprocal knowledge sharing.

As a university campus in Labrador, we hold shared responsibilities for supporting and sustaining the lands, waters, peoples, languages, and cultures of Labrador. As part of our shared responsibilities, the Labrador Campus of Memorial University will support knowledge promotion, protection, creation, and interpretation, enabling diverse and just futures, grounded in Indigenous partnerships consistent with visions of self-determination.

We are committed to strengthening relationships and to working with the Innu Nation, the Nunatsiavut Government, and the NunatuKavut Community Council to change the colonial roots of our institution, our ways of knowing and doing, and our programming.

To be happy because you are doing what you like or can do best.

To feel very happy and comfortable in a situation.

To be in a situation you enjoy, in your natural environment, in familiar surroundings.

To be
IN YOUR ELEMENT

PURPOSE, PROMISE, AND SPIRIT

The First Strategic Commitments and Responsibilities Plan of the Labrador Campus

The historic creation of the Labrador Campus of Memorial University in January 2022 ushered in a new era of university education in Labrador – education that reflects the peoples and places of Labrador and celebrates the strengths of the past and the present, while imagining new, flourishing futures.

We take our inspiration and direction from the lands, waters, histories, and cultures of Labrador and the North. This has led us to create and foster anti-colonial and decolonized educational pathways in Labrador that celebrate Northern leadership, and Innu, Inuit, and Indigenous ways of knowing, doing, and being.

AN EXCITING AND TRANSFORMATIVE JOURNEY

Now, we are embarking on an exciting and transformative journey to:

- open a new physical campus space and continue to grow and enhance our infrastructure;
- design, develop, and deliver all new made-in-Labrador undergraduate, graduate, and post-graduate certificates, diplomas, and degrees;
- create partnerships to offer programs with other academic units at Memorial University;
- expand our research capacities; and
- strengthen our community connections and commitments.

To guide us on our journey of becoming a full academic campus of Memorial University, we have developed this document to outline our strategic commitments and responsibilities.

This document draws upon and reflects what we heard from hundreds of meetings, consultations, and gatherings that have been ongoing since 2018 throughout the journey to formally establishing the Labrador Campus. These meetings include discussions with Indigenous governments, organizations, Elders, youth, and leaders, local organizations, communities, and key rightsholders and stakeholders – particularly from representatives of the Innu Nation, the Nunatsiavut Government, and the NunatuKavut Community Council.

Following the creation of the Labrador Campus in January 2022, we have held regular retreats and visioning sessions to bring together our faculty, staff, and members of the Academic Council to envision our alignment with Memorial University’s [Transforming Our Horizons](#) strategic plan, our pathways forward, and our commitments and responsibilities to the peoples and places of Labrador and the North. And, we have engaged in ongoing discussions with Ms. Catharyn Andersen, Vice-President Indigenous, and her team on Indigenization and decolonization of all aspects of the Labrador Campus to ensure we reflect and enact the principles and goals of the [Strategic Framework for Indigenization](#) (2021-2026). We also met with Dr. Delores Mullings, Vice-Provost Equity, Diversity, Inclusion and Anti-Racism, to ensure we were integrating anti-colonial, and anti-racist lenses in everything we are doing and planning.

Our work and strategic priorities for the Labrador Campus also respond to, and are aligned with the following five strategic themes from the Transforming Our Horizons strategic plan:

- I. Proactive programs;**
- II. Inspired learning;**
- III. Dynamic research;**
- IV. Commitment to communities; and**
- V. Promotion and pride.**

**AN ASPIRATIONAL, BOLD,
AND ACTIONABLE PLAN**

Our plan is aspirational, bold, and actionable; it stands as our ongoing commitment to the peoples, places, lands, and waters of Labrador and the North. It highlights our relational responsibilities, and centres relationships in all we do. And it demonstrates our dedication to high-quality and leading-edge educational environments and research/creation contributions that are place-based, Northern-focused, and Indigenous-led.

We aim to be a place that brings people in. A place of possibility. A place where people see themselves in the programming, the research, and the infrastructure, and know that they will be supported to achieve their educational goals and dreams.

A place where people are in their element.

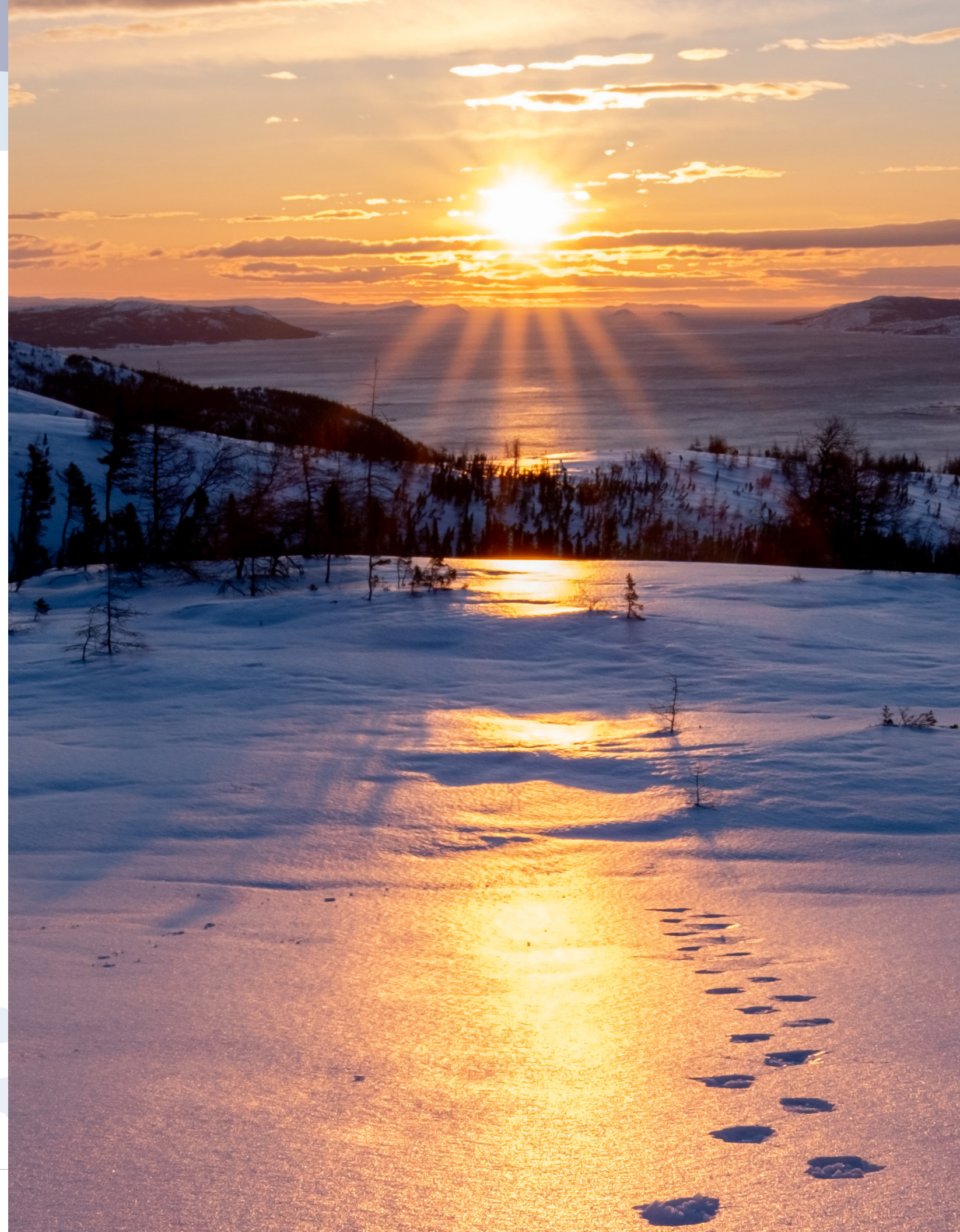
Our deepest thank you to everyone involved in the development of the Labrador Campus and in our inaugural Strategic Commitments and Responsibilities Plan. We look forward to sharing this journey with you, and to growing the Labrador Campus, together, into a place where everyone can be in their element.

Thank you. Nakummek. Tshinashkumitin.



Ashlee Cunsolo, PhD

*Vice Provost, Labrador Campus
Dean, School of Arctic & Subarctic Studies
Labrador Campus of Memorial University*



THE LABRADOR CAMPUS OF MEMORIAL UNIVERSITY

Who we are

WE ARE LABRADOR'S CAMPUS

We emerged from decades of advocacy, individual and collective dreams, and the enduring commitments to increasing access to university education in Labrador, by Labrador, for Labrador.

We are situated on the homelands of the Innu and Inuit, and we are committed to the peoples, lands, waters, and places of Labrador and the North. The strengths, beauty, culture, and history of Labrador infuse all we do, and are our continuous inspiration.

We are driven and nourished by relationships and partnerships, particularly with the the Nunatsiavut Government, the NunatuKavut Community Council, and the Innu Nation, who have joined us on this journey in visioning, curriculum development, research, and governance.

We are nimble and flexible, responsive and adaptable, and hold relational accountabilities and responsibilities to Labrador and to the North. These responsibilities drive us forward every day to strive for brighter, more flourishing, self-determined futures.

We are community-facing, community-based, and community-led. After a long history of advocating for better access to post-secondary education in Labrador, we will create new and diverse opportunities for enrichment and for university education for all ages, without having to leave the region. We are deeply honoured to do this work.

We join an inspiring network of Northern post-secondary institutions across Canada and throughout the Circumpolar North, who are creating new, rich, and exciting spaces for Northern-focused and Northern-led research and education. Together, we are responding to Northern education and research needs, priorities, visions, and aspirations, expanding conceptualizations of what university education can and should be, and changing the landscape of post-secondary education in Canada.



NORTHERN-LED AND NORTHERN-FOCUSED RESEARCH AND EDUCATION

We are home to the [School of Arctic and Subarctic Studies](#), which was created in 2020, becoming the first academic unit in Labrador, and the backbone of our undergraduate, graduate, and post-graduate certificates, diplomas, and degrees.

Through the School, the Labrador Campus will begin to offer a diverse range of university-based educational offerings right here in Labrador, and reflective of Labrador and Northern cultures, places, needs, and priorities. Uniquely, the School of Arctic and Subarctic Studies is governed by an Academic Council which, for the first time at Memorial University – and rarely nationally – has voting representation from the three Indigenous governing organizations in Labrador on all aspects of the Labrador Campus. This means that all academic matters are governed by, and developed with, Indigenous leaders and educational experts.

We are also home to the [Pye Centre for Northern Boreal Food Systems](#), an 80-acre research, education, community, and wellness farm established in 2019, dedicated to supporting and enhancing food security and food sovereignty in the North. We share a deep commitment to honouring and celebrating the relationships among land, people, and animals that strengthen and support thriving food systems and enhance the food base in Labrador. This special place is becoming a vibrant hub of research, training, community gatherings, and wellness programming, and is one of only a very few university-run farms in Northern Canada.



**RELATIONAL
ACCOUNTABILITIES TO
PEOPLES AND PLACES**

The Labrador Campus is guided by the enduring strengths, cultures, and ways of knowing, doing, and being in the creation of the Labrador Campus. We are inspired by the beauty and power of the lands and waters of Labrador and the North. And we are guided by the innovation, ingenuity, creativity, and resilience that came before, both in Labrador and across the North.

We approach our work within our relational accountabilities to peoples and places. Through our anti-colonial and decolonial understandings and actions, the Labrador Campus takes up local, regional, and global diversities and intersectionalities to create and hold space for diverse peoples, while centring Indigenous Peoples of Labrador and the North. We understand the environmental, socio-cultural, and economic challenges in Labrador and the North. And we will be part of the solution for a stronger, more thriving, more self-determined Labrador and the North.

We are at the beginning of an exciting and transformative journey that will see tremendous growth and development in the coming years, and become a generational shift in access to university education in Labrador.

We are Labrador's Campus.

*We are the Labrador Campus
of Memorial University.*

Where we are going

As a region-building and transformational institution, the Labrador Campus strives to contribute to the social, cultural, and economic goals, aspirations, and development of Labrador.

Building on our long-standing presence in Labrador, and drawing from the strengths of Memorial University, the Labrador Campus is on a rapid and exciting trajectory of growth and transformation. This is the beginning of a multi-year journey, which will see:

- the development and delivery of our own unique made-in-Labrador undergraduate and graduate programs and partnerships to deliver other programs from throughout Memorial University in Labrador over the next five years;
- the expansion of our staff and faculty to support our growing mandates;
- the growth of a student population, of learners of all ages and backgrounds, both from Labrador and from other parts of the province, Canada, and internationally;
- establishment of new physical space and infrastructure to house our growing space needs;
- the planning for a new campus complex in Happy Valley-Goose Bay, to create a state-of-the-art Northern-focused and Indigenous-designed Campus;
- the expansion of partnership-based, Northern-led research and training; and
- an enrichment of our community-focused public events and contributions.

The next five years will be critical. They will lay the foundations for our ongoing success, and bring to life our principles and priorities, vision, and mission in all we do. And this foundational plan will help guide us forward on our journey.





OUR VISION

The Labrador Campus will become a leading, thriving, and flourishing centre of education, research, community connections, and knowledge-creation by and for Labrador and the North.

OUR MISSION

As an exemplar for place-based, Northern-focused, and Indigenous-led education, research, and community relationships, the Labrador Campus will:

- support knowledge creation, interpretation, promotion, protection, and celebration;
- enable diverse and just futures grounded in Innu, Inuit, and Indigenous lands, waters, and cultures;
- be led by and support Innu, Inuit, and Indigenous partnerships consistent with visions of self-determination;
- promote relational approaches that uphold the inherent rights of Innu, Inuit, and Indigenous Peoples of the North for access to and sovereignty over education and research in Labrador and the North;
- create dynamic, enriching, and inspiring university programs and spaces that welcome diverse peoples locally, regionally, nationally, and internationally; and
- connect with other Northern post-secondary institutions nationally and internationally to continue to build our Northern relationships and networks.

OUR VALUES

We are committed to positively impacting Labrador, the North, and society through our educational programs, research, scholarship, knowledge creation, teaching and learning, and commitments to and relationships with Innu, Inuit, and Indigenous communities, governments, organizations, and knowledge holders.

The Labrador Campus is grounded in the following values:

Advancing just, diverse, engaged, and flourishing communities and societies;

Upholding and promoting high standards of relational accountability and ethical responsibilities, particularly with and to the lands, waters, peoples, and places of Labrador and the North;

Creating high-quality, welcoming, supportive, and inspiring learning spaces for individual and collective enrichment and thriving; and

Challenging existing systems of oppression and harm in university structures by creating new spaces inspired by and premised on decolonization, anti-colonialism, Indigenization, equity, diversity, inclusion, and anti-racism.

OUR COMMITMENTS

We centre, and hold ourselves accountable to, Labrador, Indigenous, and Northern communities and learners in all we do.

For the next five years, we will grow and develop our infrastructure and our identity as a unique and important part of the Memorial University multi-campus ecosystem, and we will support enriching and diverse learning opportunities to support dreams and aspirations, and to develop strong Northern leaders.

The Labrador Campus will be guided and enriched by Labrador and Northern leadership, ways of knowing, doing, and being, as well as the interrelated commitments embedded in Memorial University's Strategic Plan, *Transforming Our Horizons*:

- I. Commitment to Communities;**
- II. Proactive Programming;**
- III. Inspired Learning;**
- IV. Dynamic Research; and**
- V. Promotion and Pride.**

I. Commitment to Communities

The Labrador Campus will prioritize the social, cultural, economic, and health and wellbeing needs of Labrador and the North through education, research, and knowledge-sharing.

We start with communities, as all we do and all we are is because of our connections with and commitments to diverse communities in Labrador and across the North.

We understand that our commitment and responsibilities to communities are primarily embedded in our relationships with the Innu and Inuit of Labrador, and interlinked with the journey of reconciliation, decolonization, inclusion, and anti-racism.

As part of our commitment to communities, we understand our role in supporting visions of self-determination, providing meaningful educational opportunities that align with community values, priorities, and aspirations. We endeavour to create spaces where people from diverse backgrounds are comfortable, see themselves within, and can thrive. We are also committed to working with Labrador communities to integrate Indigenous and traditional knowledge throughout the Labrador Campus, and promote Innu, Inuit, Indigenous and diverse languages and cultures to create rich, challenging, and meaningful learning environments.

OUR COMMITMENTS AND RESPONSIBILITIES TO COMMUNITIES



- We will prioritize and celebrate the social, cultural, economic, and health and wellbeing needs of Labrador.
- We will partner with Indigenous governments, communities, and knowledge holders in Labrador and across the North to create, promote, and support language and culture integration and ownership in programming and activities.
- We will increase the presence and impact of the Labrador Campus and its activities, in partnership with Labrador Indigenous governments, communities, and organizations.
- We will establish and embed governance structures at the Labrador Campus to nurture and create strong relationships with Innu and Inuit in Labrador, Indigenous and Northern Peoples and institutions, and diverse communities and cultures.
- We will support and centre community wellbeing and flourishing through anti-colonial, decolonial, and anti-racist education, programming, research, and infrastructure.

II. Proactive Programming

The Labrador Campus will co-develop and co-deliver undergraduate, graduate, post-graduate, and professional learning opportunities that respond to Labrador and Northern needs and priorities.

The Labrador Campus is actively developing a diverse suite of undergraduate, graduate, and post-graduate certificates, diplomas, and degrees. At the heart of the Labrador Campus is the creation of made-in-Labrador undergraduate and graduate degrees. These anchor programs will reflect our responsibilities to the Innu and Inuit and the lands and waters of Labrador and the North, and be led by anti-colonial, decolonial, and anti-racist approaches. While we are establishing our programs locally, the goal is to connect globally with the content and the learning environments, and provide a diverse, rigorous, and rich learning environment for all.

We are also working with other units throughout Memorial University to bring requested and needed learning opportunities to Labrador, and to provide access to those at other Memorial campuses who wish to engage in Labrador-based education and research opportunities.

OUR COMMITMENTS AND RESPONSIBILITIES TO PROACTIVE PROGRAMMING

- We will co-develop and co-deliver programs from decolonized, anti-colonial, and anti-racist lenses that respond to local priorities and interests, while reflecting global themes and challenges.
- We will create and offer opportunities for teachings from the lands, waters, and ice to guide learning.
- We will create and offer opportunities for teachings from diverse Innu, Inuit, and Indigenous ways of knowing, doing, and being to shape and inform programs and content.
- We will embed Indigenous and Northern languages, cultures, and community perspectives in programming and learning opportunities.
- We will offer opportunities for diverse community-university connections, learning, and growth.



III. Inspired Learning

The Labrador Campus will offer diverse, rich, and powerful learning opportunities and environments, inspired by the lands, waters, peoples, and cultures of Labrador and the North.

Inspired learning is directly connected to our approach to pro-active programs. We are inspired by the lands, waters, peoples, and cultures of Labrador and the North, and the learning opportunities and environments we create at the Labrador Campus will reflect both our inspiration and our responsibilities and commitments.

We emphasize teaching and programming excellence in all we do. Our teaching strategies, instructional modalities, and learning opportunities will incorporate anti-colonial, decolonial, and anti-racist approaches to knowledge creation and knowledge sharing. We will incorporate Indigenous ways of knowing, doing, and being, and place-based teaching and learning strategies to create rich experiential and transformative learning opportunities. And we will continue to work in partnerships with communities, organizations, and governments in Labrador and across the Circumpolar North to provide community-based, land-based, and experiential learning opportunities.

OUR COMMITMENTS AND RESPONSIBILITIES TO INSPIRED LEARNING

- We will identify, co-develop, and co-deliver diverse and enriching learning opportunities from decolonial, anti-colonial, anti-racist, and accessibility lenses in the classroom, on the land, and in communities that celebrate holistic learning.
- We will support learners of all ages and backgrounds in accessing university programs and resources, and strive to make our programs accessible to diverse learners.
- We will identify key partnerships to better serve the learning goals, needs, and aspirations of communities in Labrador and the North.
- We will increase awareness and promotion of diverse learning, mentorship, and career pathways.



IV. Dynamic Research



The Labrador Campus will centre the research needs and priorities of Labrador and the North and lead, support, and promote leading-edge, Northern-focused, and Indigenous-led research.

Community-led, Northern-focused, and decolonized research remains a core focus and priority for our work in Labrador. We understand that research holds much power and potential to make substantive, lasting, and essential contributions to the North.

Our research is deeply committed to communities in Labrador and the North, and to ensuring that we produce, in partnership with communities, governments, organizations, Elders, and knowledge holders, usable research that is accessible and supports diverse community knowledges and decision-making.

We prioritize Indigenous-led, decolonial, anti-colonial, and anti-racist research methods and approaches, and are committed to honing our research capacities to support leading-edge research and creative outputs that respond to local and Northern needs and priorities, and are reflective of Innu, Inuit, Indigenous, and Northern voices, cultures, methods, and approaches.

OUR COMMITMENTS AND RESPONSIBILITIES TO DYNAMIC RESEARCH



- We will be responsive to local research needs, priorities, and aspirations.
- We will develop, nourish, and engage in research partnerships that support Innu, Inuit, Indigenous, and Northern self-determination and flourishing.
- In partnership, we will co-create, co-conduct, and co-promote Northern-led, Northern-focused, and Northern-inspired research, incorporating decolonial, anti-colonial, and anti-racist lenses.
- We will provide training for students and community researchers in relational, reciprocal, responsible, and anti-racist research in Labrador and the North.
- We will collaboratively identify and share creative, community-led knowledge mobilization strategies that are culturally relevant and support community needs, priorities, desires, and aspirations.
- We will build and maintain Northern-focused collaborative research networks in Labrador and across the North.
- We will provide evidence-based support for informed community-based and public policy decision-making in Labrador and the North.

V. Promotion and Pride

The Labrador Campus will celebrate, prioritize, and promote the diverse peoples, places, and cultures of Labrador and the North.

The Labrador Campus is proud to have emerged from decades of community advocacy, to be developing and growing in partnership with diverse peoples and communities in Labrador and with Memorial University, and to be celebrating and promoting our development, expansion, and successes together with the people in Labrador and across the North.

We are dedicated to creatively, passionately, and energetically connecting to tell our story, share our successes, and promote our Campus throughout Labrador, Newfoundland, across the country, and internationally.



OUR COMMITMENTS AND RESPONSIBILITIES TO PROMOTION AND PRIDE



- We will create a visual presence that reflects the peoples and places of Labrador and Memorial University.
- We will develop a range of holistic communication strategies for the Labrador Campus that reflect, celebrate, and promote the diversity, richness, and beauty of Labrador.
- We will establish a network of support who will support, promote, and champion the diverse education and research opportunities connected to the Labrador Campus.
- We will strive to make the Labrador Campus an opening, welcoming, and positive space for students, staff, faculty, and community.
- We will continue to work to promote and celebrate the development of the Labrador Campus.

JOURNEYING FORWARD, TOGETHER

The Labrador Campus is at the beginning of a transformative change, which will contribute to a vibrant, diverse, prosperous, and just Labrador and the North. We have reached this milestone, together, and will continue to grow, together.

We look forward to having you join us on this historic journey.

We look forward
to supporting you
to be *and to thrive*
in your element.



MEMORIAL
UNIVERSITY

LABRADOR
CAMPUS