

THE
LESLIE
HARRIS
CENTRE
OF REGIONAL
POLICY AND
DEVELOPMENT

Harris Centre 2007-08 Strategic Action Plan

April 2007



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Outline

- List of acronyms and abbreviations used in this plan
- Key achievements to date
- Mandate, vision and values
- 2007-08 strategic action plan



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List of Acronyms & Abbreviations

- **ACOA:** Atlantic Canada Opportunities Agency (Government of Canada)
- **APEC:** Atlantic Provinces Economic Council
- **APTF:** Atlantic Provinces Transportation Forum
- **CMD:** Centre for Management Development (Faculty of Business Administration)
- **CRRF:** Canadian Rural Revitalization Foundation
- **CURA:** Community-University Research Alliance (a program of SSHRC)
- **DFO:** Department of Fisheries and Oceans (Government of Canada)
- **HEI:** Higher-education institutions



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List of Acronyms & Abbreviations

- **IMHE:** Institutional Management in Higher Education (an initiative of the OECD)
- **INTRD:** Department of Innovation, Trade and Rural Development (Government of Newfoundland and Labrador)
- **KIS:** Knowledge Impact in Society (a program of SSHRC)
- **MPA:** Marine Protected Area
- **MURI:** Memorial University Regional Inventory
- **NAF:** North Atlantic Forum (an international organization of island jurisdictions)
- **NLFM:** Newfoundland and Labrador Federation of Municipalities

List of Acronyms & Abbreviations

- **NORA:** Nordic Atlantic Co-operation (a program of the Nordic Council of Ministers)
- **NLREDA:** Newfoundland and Labrador Regional Economic Development Association
- **OECD:** Organization for Economic Co-ordination and Development
- **OGDP:** Oil & Gas Development Partnership at Memorial University
- **SPI:** Strategic Partnership Initiative (a program of INTRD)
- **SSHRC:** Social Sciences and Humanities Research Council
- **SWGc:** Sir Wilfred Grenfell College (the Corner Brook campus of Memorial University)

Key Achievements to Date (1)

Applied Research

- Applied Research Fund: 2 rounds; 14 projects
- Strategic Partnership Initiative (SPI) student funding: 2 rounds; 8 projects
- Brokered Research: Transportation; Immigration; Rural / Regional Development; Engineering; Federal Presence; Holyrood Pond; OECD HEIs and Regional Development
- Marine Protected Areas (MPAs) Research: Leading Tackles, followed by Collaborative Research Agreement



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Key Achievements to Date (2)

Outreach

- Memorial Presents Public Policy Forums (8 per year)
- Regional Workshops(4 per year)
- Monthly Synergy Sessions
- Annual Galbraith Lecture in Public Policy
- Symposia & Conferences: Growing the Economy (4 regional plus provincial symposium); APTF in Labrador West; CRRF/NAF Twillingate; NORA Labrador Straits
- Graduate Student-Industry Knowledge Exchange: Science & Technology; followed by Marine Industries
- Eco-Industrial Networking: Mt. Pearl; Stephenville & Corner Brook

Key Achievements to Date (3)

Education and Teaching

- CMD Workshop, “Managing for Results in Regional Economic Development: A Management Development Workshop for Board Members and Staff”
- Commence development of certificate in Regional Policy and Development with Lifelong Learning, and explore diploma and degree program opportunity with Departments and Faculties.



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Key Achievements to Date (4)

Building Capacity at Memorial

- Initiated the development of MURI, an on-line database of regional policy and development resources at Memorial University
- SSHRC Knowledge Impact in Society (KIS) Project Underway
- “One-pager” New Opportunity Process in Place
- Input into Memorial University’s strategic planning process
- Memorial’s core financial support of \$200,000 is leveraged to a total of \$1,500,000

Key Achievements to Date (5)

The Harris Centre “Brand” is Established

- Regular Regional Policy & Development Stakeholder Requests for Involvement: Federal, Provincial, Municipal, Industry, Community
 - Research Broker
 - Independent Moderator / Facilitator
- Regular Memorial University Partner Requests for Involvement
 - Coasts Under Stress; Safety Net; Newfoundland Quarterly; Legal Studies Unit; Coracle Roundtable
- Recognized Regionally, Nationally & Internationally: APEC, ACOA, SSHRC, CRRF, OECD



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2007-08 Strategic Action Plan

Harris Centre Mandate

- Coordinate and facilitate the University's activities relating to regional policy and development
- Advise on building the University's capacity
- Identify priority themes and projects relating to:
 - Teaching
 - Research
 - Outreach

2007-08 Strategic Action Plan

Vision

The Harris Centre vision for Newfoundland and Labrador is a vibrant democracy with informed citizens actively engaged in realizing a prosperous society which values individual and collective responsibility for decision making and development true to our unique culture and identity.



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Values

The Harris Centre aspires to live up to the reputation of Leslie Harris, in whose honour the Centre is named:

Integrity

Independence

Transparency

Collaboration

Practical Application



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2007-2008 Strategic Goals

Goal 1: Research

Stimulate more research in regional policy and development

Goal 2: Education

Stimulate education in regional policy and development at Memorial University

Goal 3: Outreach

Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities

Goal 4: Capacity

Establish Memorial University as a recognized centre of excellence in regional policy and development

Goal 5: Operations

Establish Harris Centre operations for long-term success



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A note on the following slides...

- Text in *italic* refers to initiatives which depend on other stakeholders to complete.



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Goal 1: Stimulate more research in regional policy and development

Objective 1.1: Access funding for new research

- 1.1.1: *Harris Centre Applied Research Fund (Third Round)*
- 1.1.2: *DFO Marine Protected Areas Collaborative Research Initiative (Second Round)*
- 1.1.3: *Strategic Partnership Initiative (Third Round)*
- 1.1.4: *Governance of Rural-Urban Interaction research project*
- 1.1.5: *OECD / IMHE Program on Supporting the Higher Education Institutions' Contribution to Regional Development*



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Goal 1: Stimulate more research in regional policy and development

Objective 1.1 (cont'd): Access funding for new research

- 1.1.6: *NLFM-Engineering Affordable Rural Municipal Infrastructure*
- 1.1.7: Social Dynamics of Economic Performance: Innovation and Creativity in City-Regions
- 1.1.8: *Access funding to advance regional workshop initiatives*
- 1.1.9: *Science and Technology Graduate Student Research Fund*
- 1.1.10 *Immigration Research Fund*



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Goal 1: Stimulate more research in regional policy and development

Objective 1.2: Communicate and mobilize practical applications of existing research to potential users in the province

- 1.2.1: *Graduate Student-Industry Knowledge Exchange (Third Round)*
- 1.2.2: *Killick Project for E-Learning Research (CURA project)*
- 1.2.3: Mobilizing Knowledge for Sustainable Regions in Newfoundland and Labrador (SSHRC-KIS project)
- 1.2.4: Memorial University Regional Inventory



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Goal 1: Stimulate more research in regional policy and development

Objective 1.3: Communicate needs and opportunities of external stakeholders to Memorial University faculty, staff and students

- 1.3.1: Regional Workshops (4 per year)
- 1.3.2: Memorial University Regional Inventory (MURI)
- 1.3.3: Knowledge Impact in Society (KIS)
- 1.3.4: *Assist in the establishment of the Legal Research Unit at Memorial University*



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Goal 2: Stimulate education in regional policy and development at Memorial University

Objective 2.1: Facilitate development and delivery of existing and new courses and programs for credit

- 2.1.1: *Collaborate with the Division of Lifelong Learning as well as with Faculties and Departments in the development of certificate and possibly diploma and degree programs in Regional Policy and Development*
- 2.1.2: Develop 4000-level Political Science distance course in Regional Policy and Development



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Goal 2: Stimulate education in regional policy and development at Memorial University

Objective 2.2: Facilitate development and delivery of practitioner training opportunities in regional policy and development

- 2.2.1: Collaborate with CMD in development and delivery of “Managing for Results in Regional Economic Development: A Management Development Workshop for Board Members and Staff”

Goal 3: Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities

Objective 3.1: Organize opportunities for interaction

- 3.1.1: Memorial University Regional Inventory (MURI)
- 3.1.2: Mobilizing Knowledge for Sustainable Regions in Newfoundland and Labrador (SSHRC-KIS project)
- 3.1.3: Harris Centre presentations within NL
- 3.1.4: Regional Workshops (4 per year)
- 3.1.5: Synergy Sessions (8 in St. John's, 2 in Corner Brook)
- 3.1.6: Regional Economic Development Update Sessions



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Goal 3: Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities

Objective 3.1 (cont'd): Organize opportunities for interaction

- 3.1.7: Respond to demand for facilitation/coordination in regards to strategic opportunities (e.g., one-day workshops)
- 3.1.8: *Science & Technology Policy Project*
- 3.1.9: *Support the establishment of a Knowledge Mobilization Network within Memorial University*
- 3.1.10: Atlantic Canada Transportation Forum (St. John's)
- 3.1.11: Community Prosperity Forum (Corner Brook)



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Goal 3: Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities

Objective 3.2: Respond to requests for Memorial University involvement in regional policy and development opportunities and broker appropriate responses

- 3.2.1: New Opportunity Follow-Up (“one-pagers”)
- 3.2.2: *Assist in determining feasibility of Fisheries Science and Management Institute*
- 3.2.3: Participate in Coordinating Committee on Newcomer Immigration
- 3.2.4: Participate in Heritage Corridor Advisory Committee



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Goal 3: Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities

Objective 3.2 (cont'd): Respond to requests for Memorial University involvement in regional policy and development opportunities and broker appropriate responses

- 3.2.5: Participate in the Community Services Council's Social Economy Advisory Committee
- 3.2.6: Participate in the Atlantic Canada Aboriginal Economic Development Committee



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Goal 3: Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities

Objective 3.3: Stimulate opportunities for debate and discussion on issues of public importance in regional policy and development

- 3.3.1: Memorial Presents St. John's, 3 per year
- 3.3.2: Memorial Presents: Grenfell, 1 per year
- 3.3.3: Memorial Presents: Regional, 4 per year
- 3.3.4: Memorial Presents: Requests from Community
- 3.3.5: Galbraith Lecture on Public Policy (once a year)
- 3.3.6: Conference on the Economic Development Benefits of the Oil and Gas Industry in Newfoundland & Labrador, in cooperation with the OGD



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The logo for the Harris Centre, featuring a stylized 'C' shape in gold and red.
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Goal 3: Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities

Objective 3.4: Collaborate with the College of the North Atlantic to extend Memorial University's teaching, research and outreach in relation to regional policy and development

- 3.4.1: Mobilizing Knowledge for Sustainable Regions in Newfoundland and Labrador (SSHRC-KIS project)
- 3.4.2: *OECD higher educational institutions role in regional development*
- 3.4.3: *Facilitate Memorial graduate student collaboration with the College of the North Atlantic*



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Goal 4: Establish Memorial University as a recognized centre of excellence in regional policy and development

Objective 4.1: Enhance collaboration between Memorial University, governments and other stakeholders on matters of regional policy and development in Newfoundland and Labrador

- 4.1.1: Facilitate and support the Government of Newfoundland and Labrador's new "Public Policy Network"
- 4.1.2: Enhance collaboration with the Federal Government in matters dealing with regional policy and development
- 4.1.3: *Encourage the conduct of research under the ACOA Standing Offer*



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Goal 4: Establish Memorial University as a recognized centre of excellence in regional policy and development

Objective 4.1 (cont'd): Enhance collaboration between Memorial University, governments and other stakeholders on matters of regional policy and development in Newfoundland and Labrador

- 4.1.4: *Support the establishment of a Knowledge Mobilization Network within Memorial University*
- 4.1.5: Develop a workshop for university researcher engagement with government policy and practice
- 4.1.6: *Université du Québec à Rimouski-Harris Centre Seminar on Coastal and Maritime Regions*

Goal 4: Establish Memorial University as a recognized centre of excellence in regional policy and development

Objective 4.2: Increase Memorial University's recognition of regional policy and development

- 4.2.1: *Memorial University to incorporate into its mission and mandate, a commitment to regional policy and development*
- 4.2.2: *Consider Memorial University regional policy and development needs in the appointment of new faculty members and in applications for tenure*
- 4.2.3: *Create a fellowship for existing faculty*



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Goal 4: Establish Memorial University as a recognized centre of excellence in regional policy and development

Objective 4.2 (cont'd): Increase Memorial University's recognition of regional policy and development

- 4.2.4: *Establish a scholarship for Memorial students in regional policy and development*
- 4.2.5: *Establish a Canada Research Chair in regional development*
- 4.2.6: Develop orientation material about Harris Centre for new faculty



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Goal 4: Establish Memorial University as a recognized centre of excellence in regional policy and development

Objective 4.3: Encourage more Memorial University faculty, staff and students to publish results of research related to regional policy and development

- 4.3.1: *Encourage the publication of peer-reviewed regional policy and development books and reports by Memorial faculty and students*
- 4.3.2: *Create opportunities for brokered research to be made available through the Harris Centre website*
- 4.3.3: *Publish papers from “Big Lessons From Small Places: Lessons in Governance from Rural North America and the North Atlantic Rim”*



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Goal 4: Establish Memorial University as a recognized centre of excellence in regional policy and development

Objective 4.3 (cont'd): Encourage more Memorial University faculty, staff and students to publish results of research related to regional policy and development

- 4.3.4: *Encourage the publication by Memorial faculty and students of regional policy and development articles in popular publications*
- 4.3.5: *Establish a Harris Centre regional policy and development peer-reviewed paper award*
- 4.3.6: *Establish a Harris Centre regional policy and development outreach award*

Goal 4: Establish Memorial University as a recognized centre of excellence in regional policy and development

Objective 4.4: Communicate Memorial University achievements and contributions in regional policy and development

- 4.4.1: Establish the Harris Centre as a recognized national and international leader in knowledge mobilization in the field of regional policy and development
- 4.4.2: Deliver Harris Centre presentations - outside NL
- 4.4.3: Implement Harris Centre Strategic Communications Plan



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Goal 5: Establish Harris Centre operations for long-term success

Objective 5.1: Establish processes and procedures to ensure quality and integrity in all operations

5.1.1: Advisory Board: Spring and Fall meetings

5.1.2: Continue the strategic planning process, including consultations in St. John's and Corner Brook

5.1.3: Refine and continue to implement the evaluation framework

5.1.4: Financial Planning and Review

Goal 5: Establish Harris Centre operations for long-term success

Objective 5.2: Achieve financial sustainability for Harris Centre operations

5.2.1: Implement Revenue Generation Plan

5.2.2: Implement External Financial Contribution Plan



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Goal 5: Establish Harris Centre operations for long-term success

Objective 5.3: Be an employer and partner of choice

- 5.3.1: *Attract visiting fellows, secondments, and other innovative partnerships*
- 5.3.2: Continue to partner and network with local, provincial, national and international organizations, such as the St. John's Board of Trade, NLREDA, the Institute for Public Administration of Canada and the North Atlantic Forum
- 5.3.3: Support staff training and professional development
- 5.3.4: Support flex time / balancing work and family
- 5.3.5: Support staff contributions to community volunteer activity
- 5.3.6: Continue to develop and implement the performance management process



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Goal 5: Establish Harris Centre operations for long-term success

Objective 5.4: Establish Harris Centre presence at SWGC Campus

5.4.1: *Collaborate with the SWGC liaison committee to facilitate Harris Centre-Grenfell College engagement*

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If you have any comments
or suggestions regarding
this Strategic Action Plan,
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