



Harris Centre 2008-09 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 in the area of regional policy and development
- Identify priority themes and projects relating to:
 - Teaching
 - Research
 - Outreach



Vision



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



Values



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

Integrity

Independence

Transparency

Collaboration

Practical Application

2008-2009 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



A note on the following slides...

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

Refer to the last two slides for a definition of the acronyms used in this presentation.

Goal 1: Stimulate more research in regional policy and development (1)

Objective 1.1: Access funding for new research (1)

- 1.1.1: *Harris Centre Applied Research Fund*
 - *Renew Federal and Provincial funding for the 5th round*
 - *3rd round awarded 7 projects (July 07)*
 - *4th round awarded 10 projects (Nov. 07)*
 - *Complete the knowledge mobilization for rounds 1 and 2*
- 1.1.2: *DFO Marine Protected Areas Collaborative Research Initiative (Second Round)*
 - *expanded beyond MPAs;*
 - *increased from \$ 100k to \$ 250k;*
 - *14 projects awarded to date*
- 1.1.3: *Strategic Partnership Initiative*
 - *8 projects approved in total in Rounds 1 and 2*
 - *approval for Round 3 received*
 - *RFP issued in September*

Goal 1: Stimulate more research in regional policy and development (2)

Objective 1.1: Access funding for new research (2)

- 1.1.4: *Governance of Rural-Urban Interaction research project*
- *CRRF, Harris Centre, Geography, Municipalities N&L;*
 - *\$ 329,000 over 2½ years (Fed.-Prov. LMDA funding)*
- 1.1.5: *OECD / IMHE Program on Supporting the Higher Education Institutions' Contribution to Regional Development*
- *Dr. Wade Locke of Economics is lead for Atlantic Canada*
 - *\$ 114,500 from ACOA*
 - *\$ 15,000 from the Harris Centre*
 - *3 reports done; 2 more to come*

Goal 1: Stimulate more research in regional policy and development (3)

Objective 1.1: Access funding for new research (3)

- 1.1.6: *MNL-Engineering Affordable Rural Municipal Infrastructure*
- *AIF application not successful; reviewing incremental, pilot approach*
- 1.1.7: Social Dynamics of Economic Performance: Innovation and Creativity in City-Regions
- National project funding in place (\$81,000 over 3 years);
 - Dean of Arts funding extends study from St. John's city-region to 3 smaller urban regions (\$60,000 over 3 years);
 - Funding for knowledge mobilization approved; interviews started;
 - 2 years to complete

Goal 1: Stimulate more research in regional policy and development (4)

Objective 1.1: Access funding for new research (4)

- 1.1.8: *Access funding to advance regional workshop initiatives*
- *numerous sources for projects*
 - *\$ 200k to date; seeking support for outreach*
 - *KMb Manager to search for opportunities*
- 1.1.9: *Graduate Student Research Commercialization Project*
- *expanded Knowledge Exchange being developed (1.2.1)*
- 1.1.10: *Immigration Research Fund*
- *\$30,000 received; \$100,000 proposal for 2008-2009;*

Goal 1: Stimulate more research in regional policy and development (5)

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)*
- *Partnering with Genesis Group on expanded program, including commercialization stream;*
 - *SSHRC application turned down, other options being considered*
 - *Baseline evaluation complete*
- 1.2.2: *Killick Project for E-Learning Research (CURA project)*
- *Project launched*
- 1.2.3: Mobilizing Knowledge for Sustainable Regions in Newfoundland and Labrador (SSHRC-KIS project)
- Year 2 of partnership with CNA & Rural Secretariat Regional Councils
- 1.2.4: Memorial University Regional Inventory (MURI)
- Soft launch scheduled for fall 2008
 - Public launch in 2009

Goal 1: Stimulate more research in regional policy and development (6)

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)

- Happy Valley-Goose Bay and Marystown completed
- *Carbonear in fall, Clarenville in winter*
- more than 200 new “one-pager” opportunities identified

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*

- *Faculty of Arts is taking the lead and seeking funding*



Goal 2: Stimulate education in regional policy and development at Memorial University (1)



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*
 - *Inter-disciplinary committee advancing design; courses being developed*
- 2.1.2: Develop 4000-level Political Science distance course in Regional Policy and Development
 - Under development
- 2.1.3. *Support development of Masters in Public Administration within the Department of Political Science*



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



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

- 2.2.1: Collaborate with the Centre for Management Development in the creation and delivery of “Managing for Results in Regional Economic Development: A Management Development Workshop for Board Members and Staff”
- Pilot delivered Jan. 2007
 - REDB, municipal funding an issue



Goal 2: Stimulate education in regional policy and development at Memorial University (3)



Objective 2.3: Facilitate Education and Training Responding to Stakeholder Needs

- 2.3.1: 2 Graduate Student Fellowships provided under Knowledge Impact in Society (KIS) Project
 - Fund one more Student Fellowship
- 2.3.2: Develop knowledge mobilization training module



Goal 3: Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities (1)



Objective 3.1: Organize opportunities for interaction (1)

- 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: MNL Economic Development Committee & Federal Rural Team

Goal 3: Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities (2)

Objective 3.1: Organize opportunities for interaction (2)

- 3.1.7 Respond to demand for facilitation/coordination in regards to strategic opportunities (e.g., one-day workshops)
- 3.1.8: Knowledge Mobilization Network
 - within Memorial
 - pan-Canadian
- 3.1.9: Plan conference on Memorial role in oil and gas development
- 3.1.10: Fishery and Communities Forum (2009) – planning underway
- 3.1.11: Plan Atlantic Accord 25th Anniversary Conference

Goal 3: Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities (4)

Objective 3.2: Respond to requests for Memorial University involvement in regional policy and development opportunities and broker appropriate responses (1)

- 3.2.1: New Opportunity Follow-Up (“one-pagers”)
- 3.2.2: Participate in the Coordinating Committee on Newcomer Integration
- 3.2.3: Participate in the Community Services Council’s Social Economy Advisory Committee
- 3.2.4: Participate in the Atlantic Canada Aboriginal Economic Development Committee
- 3.2.5: Participate in NL Federation of Labour “Labour’s Way: Sharing the Wealth” Project Committee

Goal 3: Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities (5)

Objective 3.2: Respond to requests for Memorial University involvement in regional policy and development opportunities and broker appropriate responses (2)

- 3.2.6: Participate on MNL's Economic Development Committee and Awards Committee
- 3.2.7: Participate in Avalon Renewable Resources Conference Planning Committee
- 3.2.8: Participate in Genesis Centre Selection Committee
- 3.2.9: Angel Investor Advisory Committee
- 3.2.10: Participate in City of St. John's Arts Symposium



Goal 3: Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities (6)



Objective 3.3: Stimulate opportunities for debate and discussion on issues of public importance in regional policy and development (1)

- 3.3.1: “Memorial Presents” in St. John’s, 3 per year
- 3.3.2: “Memorial Presents” at Grenfell College, 1 per year
- 3.3.3: “Memorial Presents” regional, 4 per year
- 3.3.4: “Memorial Presents”: requests from community



Goal 3: Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities (7)



Objective 3.3: Stimulate opportunities for debate and discussion on issues of public importance in regional policy and development (2)

- 3.3.5: Galbraith Lecture on Public Policy (one per year)
- 3.3.6: Dialogue on Advancing Global Sustainability
- 3.3.7: Trudeau Lecture: Bill Reese, University of British Columbia
- 3.3.8: Online Forum on Regionalization

Goal 3: Generate greater interaction of Memorial University faculty, students and staff with stakeholder needs and opportunities (8)

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 reports produced; NL report Summer 2008*
 - *Knowledge in Motion 2008, Oct. 16-18, 2008*
- 3.4.3: *Facilitate Memorial graduate student collaboration with the College of the North Atlantic*

Goal 4: Establish Memorial University as a recognized leader in regional policy and development (1)

Objective 4.1: Enhance collaboration between Memorial University, governments and other stakeholders on matters of regional policy and development in Newfoundland and Labrador (1)

- 4.1.1: Enhance collaboration with the Government of Newfoundland and Labrador
 - Facilitate and support the new “Public Policy Network”
 - Participate on Public Service Awards of Excellence Committee
- 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



Goal 4: Establish Memorial University as a recognized leader in regional policy and development (2)



Objective 4.1: Enhance collaboration between Memorial University, governments and other stakeholders on matters of regional policy and development in Newfoundland and Labrador (2)

- 4.1.4: Support the establishment of a Knowledge Mobilization Network within Memorial University (see 3.1.8)
- 4.1.5: Develop a workshop for university researcher engagement with government policy and practice
 - Planning under way



Goal 4: Establish Memorial University as a recognized leader in regional policy and development (3)



Objective 4.2: Increase Memorial University's recognition of regional policy and development (1)

- 4.2.1: *Consider Memorial University regional policy and development needs in the appointment of new faculty members and in applications for tenure*
- 4.2.2: *Create a fellowship for existing faculty*

Goal 4: Establish Memorial University as a recognized leader in regional policy and development (4)

Objective 4.2: Increase Memorial University's recognition of regional policy and development (2)

4.2.3: *Establish a scholarship for Memorial students in regional policy and development*

4.2.4 *Harris Centre awards / nominations committee in place*

4.2.5: Develop orientation material about Harris Centre for new faculty

- Materials provided for orientation sessions
- Develop package for new faculty

Goal 4: Establish Memorial University as a recognized leader in regional policy and development (5)

Objective 4.3: Encourage more Memorial University faculty, staff and students to publish results of research related to regional policy and development (1)

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

Goal 4: Establish Memorial University as a recognized leader in regional policy and development (6)

Objective 4.3: Encourage more Memorial University faculty, staff and students to publish results of research related to regional policy and development (2)

- 4.3.4: *Encourage the publication by Memorial faculty and students of regional policy and development articles in popular publications*
- Newfoundland Quarterly partnership (4 articles per year)
- 4.3.5: Establish a Harris Centre regional policy and development peer-reviewed paper award
- Committee established
- 4.3.6: Establish a Harris Centre regional policy and development outreach award
- Committee established



Goal 4: Establish Memorial University as a recognized centre of excellence in regional policy and development (7)



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



Goal 5: Establish Harris Centre operations for long-term success (1)

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
 - 2008-09 plan for major review of mandate, programs and priorities
- 5.1.3: Refine and continue to implement the evaluation framework
- 5.1.4: Financial Planning and Review
 - Finalize Financial Sustainability Plan for 2009-10 and beyond

Goal 5: Establish Harris Centre operations for long-term success (2)

Objective 5.2: Achieve financial sustainability for Harris Centre operations

- 5.2.1: Implement Revenue Generation Plan
- Do not compete with private sector or respond to RFPs
 - Charge appropriate administration fees, charge-out staff time where appropriate
- 5.2.2: Implement External Financial Contribution Plan
- Advisory Board and Development & Alumni Affairs engaged
 - Carry out in conjunction with Memorial development plan
 - “Population Project”: research targeting private sector



Goal 5: Establish Harris Centre operations for long-term success (3)

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
- 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



Goal 5: Establish Harris Centre operations for long-term success (4)

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*
- *Collaborate with Ivan Emke on feasibility of rural development research centre*

Acronyms used in this presentation

- ACOA: Atlantic Canada Opportunities Agency
- AIF: Atlantic Innovation Fund
- CNA: College of the North Atlantic
- CRRF: Canadian Rural Revitalization Foundation
- CURA: Community-University Research Alliance (a program of the SSHRC)
- DFO: Department of Fisheries and Oceans
- KIS: Knowledge Impact in Society (a program of the SSHRC)
- KMb: Knowledge mobilization
- MNL: Municipalities Newfoundland and Labrador

Acronyms used in this presentation

- MPA: Marine Protected Areas MURI: Memorial University Regional Inventory
- NL: Newfoundland and Labrador
- OECD/IMHE: Organization of Economic Cooperation and Development/Institutional Management in Higher Education
- REDB: Regional Economic Development Board
- RFP: Request for proposal
- SSHRC: Social Sciences and Humanities Research Council of Canada
- SWGC: Sir Wilfred Grenfell College, Corner Brook

