



PASSION AND PURPOSE
2022 - 2027 Strategic Map



OUR VISION

Connecting people, improving lives and creating social change for a just and inclusive province and world, through integrated and transformative social work education, research and community engagement.

OUR MISSION

We prepare skilled and caring social work professionals to be critical thinkers and agents of positive change, through innovative social work education, impactful research and community collaborations.
In all our work, we are committed to equity, diversity, inclusion, Indigeneity and anti-racism to achieve a more just and inclusive province and world.

OUR COLLECTIVE IMPACT

THRIVING STUDENTS	THRIVING COMMUNITIES	THRIVING RESEARCH
<ul style="list-style-type: none">• Pursue their passions in an inclusive, challenging and supportive learning environment.• Experience the convergence and divergence of transformative teaching and excellence in community-engaged learning and research.• Cultivate their resilience, courage, curiosity and humility to meet the challenges of practice and lead in a complex world.• Be prepared to practice with diverse individuals, families, groups and communities and contribute to building a socially just and equitable province and world.• Develop the intellectual and intercultural knowledge, competencies and critical thinking and reflexivity to thrive as global citizens and chart an impactful career path forward.	<ul style="list-style-type: none">• Inform and contribute to shaping the School of Social Work (SSW) curriculum, research and community practices.• Join us in social work teaching, learning and advocacy for social justice.• Work in partnership with the SSW to enhance community and provincial health, well-being and resiliency.• Engage in dialogue, discovery and learning with the SSW to address important social justice issues.• Are supported and served with excellence by skilled and caring SSW students and graduates.	<ul style="list-style-type: none">• Collaborate with diverse and intersecting communities and community partners to transform unjust systems and social structures.• Translate research into practice to solve increasingly complex issues and shape a better future for all.• Innovate and lead in a diverse range of cross-disciplinary research areas.• Create and share knowledge that is driven by and inclusive of a diversity of voices, perspectives and backgrounds.

ADVANCING OUR IMPACT

TRANSFORMATIVE STUDENT EXPERIENCES	TRANSFORMATIVE CURRICULAE, PRACTICUMS AND PEDAGOGY	TRANSFORMATIVE RESEARCH	MEANINGFUL COMMUNITY ENGAGEMENT, PARTNERSHIPS AND CHANGE MAKING	EMBEDDED EQUITY, DIVERSITY, INCLUSION AND INDIGENIZATION - ANTI-RACISM (EDI-AR)
<ul style="list-style-type: none">• Offer our students the best in-person and remote learning opportunities, including immersive practicums, project and team-based learning, simulation, and community experiences.• Embed high-quality opportunities for students to participate in co-curricular skill-building activities.• Cultivate an environment that acknowledges and supports the diverse needs of the 'whole' student, including their mental, emotional and physical well-being.• Expand formative assessment practices to enhance how we assess and evaluate student progress and learning outcomes.• Advance mentoring and learning opportunities that empower students to critically explore cross-cultural, trauma-informed and challenging areas of practice.• Provide students the space and place to reflect upon their social location and the impact this has on community.	<ul style="list-style-type: none">• Continue to review and renew the SSW curriculum to ensure programs, content and teaching strategies are learner-centred and relevant.• Support professors, instructors and field educator coordinators to apply transformative teaching practices that meet the evolving needs of students.• Expand opportunities for students to connect with researchers, the community and public and professional organizations in the classroom and field.• Partner with communities and those with lived experiences to develop and deliver curricula that is adaptable and responsive to societal needs, differences and priorities.• Weave non-technical skills-based learning into the classroom to develop students' critical thinking skills, emotional intelligence, leadership competencies and communication skills.	<ul style="list-style-type: none">• Intentionally work across university, provincial and global communities, forging inter-disciplinary research networks for social change.• Invite community cooperation, collaboration and expertise to inform public policy and contribute to answering societal issues.• Accelerate widespread dissemination of scholarly findings to address complex and critical issues that impact Newfoundland and Labrador communities.• Invest in research supports, tools, resources and infrastructure to strengthen collective research impact.• Expand mentoring and support for new and junior faculty and students.	<ul style="list-style-type: none">• Develop a community-based governance framework and body that facilitates sustainable connections, collaborations and shared outcomes.• Advance partnerships with regional, provincial, national and international communities and universities.• Build stronger ties with First Nations, Métis and Inuit communities.• In cooperation with community partners and the Harris Centre, establish a Social Justice Collaboratory focused on reflecting, discussing and imagining transformative and practical solutions to local and regional issues together.• Advocate, with stakeholders, to advance improvements in public policy and system change.• Engage with communities, field instructors, students, service users and marginalized groups to inform curriculum and research development and service delivery.	<ul style="list-style-type: none">• Ensure our teaching, research and academic policies, practices, position statements and environments increase access, equity, diversity and inclusion for all, inside and outside the university.• Build SSW communities that mirror the diversity of our society.• Develop and strengthen our relationships with Indigenous peoples and populations.• Apply an EDII-AR lens to research design, methodology and engagement.• Facilitate regular training, seminars and dialogue activities to help SSW communities understand, acknowledge and dismantle racism and colonialism, and their own biases and behaviours.• Develop holistic mentorship programs to support equity-seeking SSW communities to achieve their goals.

ENABLING OUR IMPACT

CULTURE OF INCLUSION AND COMMITMENT	PASSIONATE AND PURPOSEFUL TEAM	ENABLING TECHNOLOGY AND INFRASTRUCTURE
<ul style="list-style-type: none">• Nurture a culture of courageous leadership, curiosity, camaraderie, mutual respect and a commitment to activating our shared values.• Seek out, listen to and include the voices, experiences, and perspectives of SSW communities in pursuit of our mission.• Build trust-based bridges with one another, the university and our community partners, harnessing the power of our similarities, differences and knowledges.• Facilitate open, honest and transparent communication and collaboration across all SSW communities, at all levels.• Create the conditions that foster mental, physical, emotional and spiritual well-being for all.	<ul style="list-style-type: none">• Cultivate an environment that enables staff, faculty, instructors and field education coordinators to thrive and achieve their aspirations.• Attract, retain and support a diverse range of faculty, staff, graduate students and post-doctoral scholars from around the world.• Develop individualized, authentic and enriching work experiences for staff, field education coordinators, instructors and faculty.• Deploy meaningful talent and leadership development, pedagogical enrichment training and succession planning.• Strengthen the on-boarding and mentorship processes for new staff, field education coordinators, instructors and faculty.• Inspire and celebrate contributions and excellence in teaching, research, service and community engagement.	<ul style="list-style-type: none">• Advocate to expand and modernize SSW core teaching facilities.• Provide accessible spaces where SSW communities connect, collaborate, create and share information.• Invest in advanced technologies to support the progression of SSW education models and processes.• Mobilize cutting-edge technology and digital capacity for online learning innovation.• Implement emerging and innovative research technologies to accelerate scholarly output.

SUSTAINING OUR IMPACT

RESOURCE ALIGNMENT	CONTINUOUS IMPROVEMENT	OUTREACH AND COMMUNICATION
<ul style="list-style-type: none">• Expand recruitment efforts to increase domestic and international student enrollment, with a focus on Indigenous, racialized and other underrepresented student communities.• Identify, advocate for and procure the resources and budget we need to sustain and advance the SSW and our strategic goals.• Expand and diversify SSW revenue streams.• Increase external research funding.• Identify opportunities to optimize SSW processes and operations.• Actively engage alumni and donors and grow their philanthropic support for our students, research and community initiatives.	<ul style="list-style-type: none">• Monitor and analyze SSW implementation progress across the strategic plan pillars and academic mandate.• Use data to develop and implement improvement plans as appropriate.• Regularly scan our environment to assess and stay ahead of evolving trends, opportunities and risks.• Establish and empower a Strategic Plan Implementation Steering Committee to guide the implementation of the strategic plan over the next five years and realize its full impact.	<ul style="list-style-type: none">• Engage with media, community, university and professional networks and platforms as advocates, thought leaders and facilitators of dialogue and learning related to important societal and social justice opportunities and issues.• Launch a bold and dynamic communications plan that showcases the SSW's incredible impact and contributions and highlights the unique benefits of choosing Memorial to study or work at.• Fuel pride, goodwill and loyalty among alumni through communication, involvement, engagement and celebration.

Equity, Diversity, Inclusion, Indigenization and Anti-Racism

Advocacy & Social Justice

Collaboration & Community Engagement

Shared Commitment

Responsibility & Accountability

Respect, Trust and Compassion

Curiosity, Creativity, Critical Thinking & Innovation

Thus, achieving our MISSION and VISION.

To create VALUE

So, we can operate with EFFECTIVENESS & EXCELLENCE

And build a STRONG & PREPARED TEAM

We use our RESOURCES wisely

Guided by our VALUES