

## EXECUTIVE SUMMARY

### *Memorial Momentum* (title to be finalized based upon further input)

In 2025, Memorial will celebrate its 100<sup>th</sup> birthday. As our first century of excellence ends, we look with an aspiration towards an ever-brighter future, a future in which Memorial contributes *to a socially resilient, economically prosperous, culturally vibrant, inclusive, healthy, and sustainable Newfoundland and Labrador.*

Together, we achieve this in being:

*A University for the province:* playing a leading role in Newfoundland and Labrador's future.

*A University for the world:* engaging both globally and acting locally. We bring the world to the province and the province to the world.

*A University for our future:* being an engine of innovation and creativity, inventing resilient, sustainable, vibrant, and inclusive tomorrows.

What does the future hold for Memorial University? How can we collectively impact and contribute to the challenges of our world? How can students, faculty, and staff help shape Newfoundland and Labrador? How can our actions today change the future tomorrow? When history reflects on these years, what actions and goals must we challenge ourselves with now to propel us forward?

These are the thoughts that the Strategic Planning Facilitation Team (SPFT), with your input and guidance, has pondered during this process. The journey started when we were just a few months into a global pandemic; perhaps the most uncharted time in our lives: filled with uncertainty and unforeseen challenges. These experiences have helped us recognize that while we cannot predict the future, we must be resilient and future-ready.

Conducting this work, at this time, has given us unique insights and perspectives into our future. Many of you, reading this document, have opened your homes—your new virtual workspaces—to us. You did so openly, honestly, and enthusiastically. You joined us in imagining the future, constructively critiquing our past and present, and thinking about how events unfolding across the world would and should change us. Together, we collectively acknowledged fears and uncertainties and did so with a focus on hopes, dreams, and aspirations. We challenged you to think boldly and to share openly—and you did. We are incredibly humbled and grateful for sharing your insights and aspirations.

Critically, at the same time, we acknowledge that this work has been conducted within the landscapes of vast inequities and racial injustices against Black, Indigenous, and racialized

peoples at their intersections, including, but not limited to, sexual orientation, gender identities, age, abilities, and health. This province, this country, and this world have mobilized in the wake of institutional and systemic violence, death and atrocities. As a place of learning, discovery, and knowledge dissemination, we cannot look to the future without acknowledging our role in past violations and committing to meaningful actions as we collectively move forward.

This strategic plan was built upon your ideas. It is a guide, developed collectively upon the inputs of many. It identifies both priorities and actions over the next five years. It acts as a foundation through which units will develop detailed action plans to achieve success. Critically, it works to unite us as a team, aligning our priorities under common goals. **It dares to push us forward, to know *Memorial as a university that listens, innovates, and contributes to Newfoundland and Labrador and the world by collectively shaping and inventing the future.***

This strategic plan centers on what we have heard loud and clear are Memorial's greatest strengths—people and place.

In being a university for the province, the world, and our future, we focus on five strategic themes. **We are a place** of:

**Proactive programs**—Global citizens for tomorrow's needs

**Inspired learning**—Vibrant in-person, enriched online focus

**Dynamic research**—Global reach and local relevance

**Commitment to communities**—Engaging with others in all we do

**Promotion and pride**—Our excellence and achievements boldly shared

In being a university for the province, the world, and our future, **we are people**—students, faculty, staff, alumni, retirees, donors, and supporters—whose aspirational culture focuses on:

**Team Memorial**—a culture of collaboration, cohesion, and alignment

**Inclusion and Equity**—where we strive to be a place where all peoples are accepted

**Service**—where students are central, and we listen and respond to those we serve

**Innovation**—where we work nimbly, boldly, and ambitiously

**Care and Well-Being**—where we support each other, helping us all to thrive

**Achievement**—where we acknowledge that dedicated commitment is required

As we now turn this plan over to you, to live, grow, and realize, we ask that you:

Remember that we all contribute and have a role to play in Memorial's future

Act with the same tenacity, resilience, openness, and compassion that you have shown during these unprecedented times

Remember that despite dramatic and unforeseen challenges, we can collectively achieve results; digging deep and changing quickly

Act boldly. Bold actions are needed to move us forward

Remember that throughout it all, compassion, care for each other—students, faculty, and staff—and trust and respect go a long way in helping us succeed

This journey has been incredible. We cannot thank the Memorial community enough for your engagement. The SPFT is incredibly proud of the work completed and what we have, as Team Memorial, built together.

### OVERVIEW OF THE PLANNING JOURNEY

This strategic plan, “**Memorial Momentum**,” has been created through a highly participatory and engaged process. Over nine months—from an open call to form a diverse Strategic Planning Facilitation Team to inputs from over 1200 participants—we have together built this aspirational plan.

The journey began in July 2020 with the appointment of the Strategic Planning Co-Leads, Emily Wooley and Dr. Ian Sutherland. Over the course of summer 2020, the entire Memorial University community was called to volunteer to serve on the Strategic Planning Facilitation Team (SPFT). From these volunteers, twelve members were selected to join the Co-Leads to form the SPFT:

- Dr. Carlos Bazan, Assistant Professor
- Tyson Bennet, Sessional Instructor, School Principal with the NLESD
- Dr. Jan Buley, Assistant Professor
- Dr. Angie Clarke, Director, Academic and Student Affairs, Marine Institute
- Dr. Majid Eghbali-Zarch, Assistant Professor
- Penny Kennedy, Officer, Campus Enforcement and Patrol
- Saranya Kumary, Undergraduate Student
- Keir Mclsaac, International Student Recruitment Officer
- Dr. Paula Mendonça, Director of Innovation and Entrepreneurship
- Ryan Murphy, Graduate Student
- Dr. Delores Mullings, Associate Professor
- Dr. Boluwaji Ogunyemi, Clinical Assistant Professor

Beginning with live virtual consultations on October 21, 2020, this strategic plan was developed based upon over 60 consultation sessions across a myriad of stakeholder groups. In parallel to the live consultation sessions, a Qualtrics survey was distributed broadly with the support of the Centre for Institutional Analysis (CIAP). The online survey generated 334 submissions. The SPFT was also thrilled to receive many email submissions.

Starting in December 2020, following the completion of the majority of live sessions, the SPFT began reviewing the consultation data. Through a ground-up process, the SPFT organised data into our strengths, weaknesses, opportunities, and threats and thought through vision and themes. The result was a “[What we heard](#)” document published on January 26, 2021. This step was meant to reflect back to the community the key themes and elements of the consultation phase. In it, we asked for feedback on what we got right, what was missed, what we got wrong, and what needed to be improved. By the close of this second consultation phase on February 19, 2021, 109 submissions were received.

On April 6, 2021, a draft strategic plan was shared with the Memorial community for a third consultation phase. Open for feedback from April 6 to April 27, the draft and feedback were presented to the University Senate and formally endorsed during a special meeting on April 30, 2021.

### GUIDING VISION

This strategic plan centers on Memorial’s greatest strengths—**people and place**. Memorial University must continue to be *a place of critical inquiry, learning, and discovery for Newfoundland and Labrador. A place where our collective expertise resides and contributes to a socially resilient, economically prosperous, culturally vibrant, inclusive, healthy, and sustainable province*. This vision enlivens Memorial’s historical responsibility to the province and encourages us to focus on a future that promises inclusiveness, sustainable growth, economic prosperity, and cultural vibrancy.

This vision underscores that the work we do, the contributions we make, and the successes we achieve are inseparable from the province’s aspirations. **Memorial is a university for Newfoundland and Labrador, connected strongly to the heritage of our place and a driver of social, economic and cultural vitality**. We recommit our collective expertise to contribute to new levels of prosperity, wellbeing, and sustainability for all peoples who call Newfoundland and Labrador home.

Lastly, while Memorial’s impact resonates throughout the province, the country, and the world, we must acknowledge and celebrate that through *people, the community of students, faculty, staff, alumni, retirees, donors, and supporters*, we shape the future.

### ACHIEVING THIS VISION

Memorial has a rich history of service to Newfoundland and Labrador. Our past is intertwined with the heritage of the province as we create and support the very activities that make this province the unique, dynamic, and attractive place that it is. From literature, music, theatre, film and other art forms that play a central role within Newfoundland and Labrador, to research, innovation and discovery that shape the lives and futures of many, moving forward successfully, building upon this legacy means attending to the challenges we face together.

We need a strategic change to be the strongest university we can be. Memorial must enliven the student experience, enhance recruitment and retention, diversify and expand revenue sources, and vigorously pursue discovery, unrestrained inquiry, creative scholarship, sustainability, and innovation. We must create pathways and actions that prioritize our responsibility as a university for our province, sharpen focus as a university for the world and our future.

**As a university for the province**, Memorial is committed to peoples and communities while strengthening ties to industry and employers. Through engaging with communities, industry and employers of this province, we must be responsive in our learning and research while remaining true to the tenets of academic freedom to meet the challenges and opportunities of this province.

We also conduct this work within a larger landscape. **Memorial is a university for the world**, bringing the world to the province and the province to the world. We live in a world of global challenges, and Memorial needs to be a place that contributes solutions to those challenges. Our researchers tackle both local and global challenges, and we must continue to prioritize and support their work. Our students are the problem-solvers of tomorrow, and we must carefully craft how we help prepare and support them and their aspirations.

We must recognize that our vision requires us to think about our collective future. **Memorial is a university for our future**, an innovative and creative engine that helps invent, re-shape, and prepare us all for the challenges ahead.

## STRATEGIC PRIORITIES

Over the next five years, Memorial will be guided by five strategic themes: **proactive programs, inspired teaching, dynamic research, commitment to communities, and promotion and pride**. As strategic priorities, they intend to inspirationally guide faculty, units, campuses, and university leadership in developing actions and operational plans that propel us forward with momentum. These priorities further our connection to the province's future while advancing Memorial's place on the world stage.

As we work to further these strategic priorities, we do so with a recognition that we must intentionally address injustices and systemic discrimination. We recognize that we are entrenched in systems that dominate and continue to uphold colonial values, policies, and practices. We commit to dismantling and redressing these historical and present violations. We commit to dealing with the historical issues of institutional racism in Canadian universities. As a focused goal within each strategic priority, Memorial will be a leader in addressing these issues and providing a new model of an anti-racist, inclusive, and diverse educational environment.

Inventing and shaping the future through these strategic priorities also require a commitment to sustainability and climate action. As a focused goal, we commit with purpose and deliberation to supporting a shift to a green economy in the face of our shared climate crisis. We challenge ourselves to seek out opportunities and commit to sustainability in all that we do. Through small, everyday actions and large, leading innovation initiatives, we support sustainability and climate action within our work.

### STRATEGIC PRIORITY – PROACTIVE PROGRAMS

#### Building global citizens for tomorrow's needs

Learning at Memorial prepares students to be tomorrow's global citizens—critical thinkers, creatives, problem solvers, skilled to positively contribute to the province's social, cultural, and economic vitality and the world. This is core to all our programs.

As we create the programs of the future, we proactively engage with:

*Future needs of students:* We cast a forward view to renew and develop responsive programs, where **students are reciprocal partners** in their learning journey. Program innovation must be approached through broad stakeholder engagement, including students, faculty, staff, community partners, and alumni. We continue work that enhances campus life, improving infrastructure, enlivening and activating formal and informal learning spaces to create environments that foster unrestrained inquiry, critical thinking, creativity, and innovation.

*Future needs of our province:* Memorial must mobilise its diverse multi-campus opportunities to be bold **interdisciplinary collaborators**, drawing future needs into the present while strengthening areas of excellence. This means stronger ties with community organizations, industries, supporting agencies, governments, and a spectrum of professions while foregrounding interdisciplinary collaboration to address global challenges and local needs.

Building global citizens requires Memorial to support ethically grounded, comprehensive internationalization across all locations. Our international location in Harlow, England, can be a valuable gateway to facilitating both meaningful experiences for students and proactive programming. Moving beyond the traditional demographic bounds of undergraduate and graduate degree-seeking students, Memorial will expand continuing education pathways and micro-credential professional development opportunities responsive to lifelong learning. At the same time, we continue to invest in our innovation and entrepreneurial ecosystem.

As we advance program innovation, this work must embed core and critical issues that enable a vibrant and prosperous future for all—particularly the calls to action of the Truth and Reconciliation Commission; equity, diversity, and inclusion; and commitment to environmental sustainability. We acknowledge the continued importance of accessibility to high-quality education, underscoring the need to provide access to students from disadvantaged, marginalized, and vulnerable backgrounds.

**Focused Goals:**

**Memorial is committed to proactive program innovation by:**

- Engaging stakeholders in learner-centric program renewal and innovation focused on the future needs of students
- Mobilising diverse multi-campus opportunities to create new, interdisciplinary learning opportunities, responding to the future needs of the province
- Expanding experiential and community-based learning
- Creating new learning pathways for a diversity of learners through continuing education and an ethos of lifelong learning
- Cultivating innovation and entrepreneurial ecosystems

**Memorial will strengthen interdisciplinary collaboration, ensuring programs equip students to tackle world challenges and careers that do not yet exist by:**

- Enabling personalized learning pathways
- Helping students find their niches through interdisciplinary program offerings
- Supporting entrepreneurship and innovation training
- Increasingly recognizing and celebrating faculty, students, and staff innovation, collaboration and entrepreneurial achievements

**Memorial is focused on enhancing the student experience by:**

- Continuously developing a culture of inclusion and acceptance—welcoming, supporting, and connecting learners from all backgrounds
- Enhancing campus life, improving infrastructure, enlivening and activating formal and informal learning spaces for learners to connect and thrive
- Increasing opportunity for mobility and cultural exchanges
- Enabling and advocating immigration opportunities and pathways that retain our graduates right here in Newfoundland and Labrador

## STRATEGIC PRIORITY – INSPIRED LEARNING

### Vibrant in-person, enriched online, fostering dynamic student experience

Inspired learning focuses on cutting-edge pedagogies, technologically-enabled environments, and ever greater experiential and community-based opportunities.

The global pandemic has underscored the foundational need for in-person learning and vibrant life across all our campuses and locations. As we transition to a post-pandemic educational environment, re-imagining a rich on-campus learning experience for students will need intentional focus. Now is the time to apply the creativeness and tenacity shown throughout the pandemic. Innovative, engaging learning that reaches and attracts new constituencies of students is essential. To some degree, this means improving what Memorial has already been doing well for years: attracting new students—particularly international students—to the province. But, as the world emerges from the pandemic, it also means **broadening our teaching delivery, mobilizing capacities for online learning innovation, engaging new markets, and inspiring through teaching to create a rich student experience.**

As a university for the province and the world, we must leverage our history as leaders in online learning. This is a primary way in which Memorial can further open classrooms and programs to people across the province and an ever-expanding world of learners across the globe. Increased robustness to online learning complements vibrant in-person learning and campus life. It extends the reach of existing programs and encourages the creation of new ones in response to local, national, and international demands. Properly constructed, it can provide **accessible, flexible, and appealing pathways for students at home and abroad** and enhance the opportunity for all campuses to offer more choice to current and future students.

We also recognize the need to support, grow, and celebrate our teaching, enhancing the value and recognition of excellent teaching across the university. Memorial will be a university where teaching excellence is embedded in curriculum planning, design, scholarship, and educational leadership.

#### **Focused Goals:**

##### **Memorial will grow and support inspired learning by:**

- Enabling cutting edge pedagogies and technology-enabled learning
- Expanding experiential and community-based learning opportunities
- Embedding teaching excellence in curriculum planning and design
- Increasingly recognizing, celebrating, and rewarding teaching excellence
- Growing the scholarship of teaching & learning

##### **Memorial will expand the online learning horizon by**

- Enhancing accessibility and flexibility of programs
- Broadening reach to new students and markets
- Innovative online course offerings
- Expanding supports for and development of courses to kick start new online programs

### Memorial strives for an experience second to none by:

- Leveraging the university's rich communities to help students explore opportunities, find their place, and make connections with peers and mentors
- Enabling experiential and community-based learning to help students develop skills, put their scholarly learning into practice, and integrate their experiences with their academic development
- Support student community development and help student leaders shape their futures
- Foster the development of engaging, interactive digital learning communities

### STRATEGIC PRIORITY - DYNAMIC RESEARCH

#### Global reach and local relevance through interdisciplinarity

Memorial is a place of remarkable research. The research and creative activity of faculty, students, and staff have global reach with local impact. Recognized as one of Canada's top 20 research universities, Memorial is a place of creativity, innovation, and entrepreneurship in all its forms. This work enriches the province, contributing to its long-term sustainability—socially, culturally, and economically while advancing our presence on the world stage.

Memorial will continue the trajectory of growth across disciplines and [strategic research themes including Aboriginal peoples; Arctic and Northern regions; Community, Regional and Enterprise Development; Creative Arts, Culture and Heritage; Environment, Energy and Natural Resources; Governance and Public Policy; Information and Communication Technology; Oceans, Fisheries, and Aquaculture; Social Justice; and Well-being, Health and Biomedical discovery](#). Yet, we recognize that these research themes are not all we discover. We commit to **encouraging and enabling the full diversity of research** that we boast as a medical/doctoral, comprehensive university. We support the research aspirations of faculty, students, staff, centres, and institutes across all disciplines - from curiosity-based fundamental research, through reflective and creative forms of scholarship and artistic practice, to innovation-driven research.

Indeed, Memorial boasts nationally and internationally leading research expertise. This is no more evident than in oceans-related research and our research excellence in sustainability, agriculture and food security at Grenfell Campus and Labrador Institute. Growth in the Marine Institute, partnership in the Ocean Frontier Institute, and being part of Canada's Ocean Supercluster, has brought Memorial to the leading-edge. This is a strategic focus for the future, targeted towards sustainability and stewardship of the resources that surround us. At the same time, Memorial needs to create new areas of interdisciplinary excellence. Memorial must leverage both its research capacity and the technology sector - engaging with community, industry, and government partners - to address the myriad of challenges facing all of us: climate change, agriculture and food security, immigration, equity and inclusion, public policy, social resiliency, artistic and cultural vibrancy, and economic prosperity.

This requires a **Memorial that is ever more interdisciplinary**. We must intentionally connect the talents of researchers from across our campuses, units, and disciplines to establish convergent, interdisciplinary clusters organized around core research questions and problems. This work needs to be outwardly focused, dynamic, and responsive to community and business input in ways that boost the province's prosperity and increase the knowledge intensity of the provincial economy.

**Bringing together researchers and scholars to work on convergent challenges and questions** will enhance the ability to connect local needs with global research activity and networks. It is work that advances solutions and enhances human experiences provincially and around the world. These clusters will be community and industry responsive centres of engagement, raising the knowledge intensity of local, community, and business organizations while growing sustainable prosperity with the peoples of Newfoundland and Labrador.

### **Focused goals:**

#### **Establish new convergent, dynamic interdisciplinary clusters by:**

- Mobilising university expertise and capacity to respond to local and global challenges
- Working in partnership with local communities, organizations, industries, and governments
- Re-imagining, re-organizing, and re-forming our boundaries, creating robust interdisciplinary networks
- Attracting and retaining faculty to work on convergent challenges and problems

#### **Memorial will expand areas of leading-edge research by:**

- Encouraging and enabling the diversity of research, across all disciplines, of a comprehensive, medical/doctoral research-intensive university
- Focusing on being a world leader in ocean-related research, including sustainability and stewardship
- Creating opportunities to build new areas of interdisciplinary excellence

## **STRATEGIC PRIORITY – COMMITMENT TO COMMUNITIES**

### **Engaging others in all that we do**

Memorial will continue to champion commitment to communities. As one of Canada's most publicly engaged universities, we are committed to working with individuals, groups, organizations, and communities across the province and beyond for all Newfoundlanders and Labradorians' social, cultural, and economic prosperity.

In particular, Memorial will increasingly bring together students, faculty, staff, and community members to engage in ground-up work, mobilising expertise, creativity, resources, and infrastructure to meet the province's challenges. We strive to be a welcoming, networked,

multi-campus university meeting individuals and groups where they are in sustained partnerships.

Working with Indigenous, municipal, regional, and provincial governments, Memorial will advance the needs of our province through community-engaged, experiential learning and research. We will focus on core social, cultural, and economic issues, including the calls to action of the Truth and Reconciliation Commission; equity, diversity, and inclusion; environmental sustainability; transitioning to a green, carbon-neutral society; economic diversification; and the vitality of rural Newfoundland and Labrador.

We also recognize that public engagement is intimately intertwined with our service to the province as we enhance accessible, innovative, proactive learning opportunities and pathways. These meet the social, cultural, and economic needs of Newfoundlanders and Labradorians. As the province's university, we are of the province, and the province is of us.

### **Focused Goals**

**Memorial will further its legacy as one of Canada's most publicly engaged universities by:**

- Working with individuals, groups, organizations and communities in sustained partnerships for prosperity
- Increasing presence in community, meeting individuals and groups where they are
- Advancing welcoming, open door campuses for all community members

**Memorial will prioritize the social, cultural, and economic needs of our province by:**

- Working ever more closely with Indigenous, municipal, regional, and provincial governments
- Expanding community-focused experiential learning opportunities
- Encouraging increased community-engaged research and creative work
- Enhancing opportunities for students to work in the community through learning programs and professional development
- **Expanding outreach to communities through our unique collections and expertise**

## **STRATEGIC PRIORITY - PROMOTION & PRIDE**

### **Excellence and achievements boldly shared**

For nearly 100 years, we have been realizing the visionary hopes and dreams of our founders. **Memorial was founded in the pursuit of knowledge as a phoenix, propelling Newfoundland and Labrador forward.**

Since the day that Memorial's first 55 students began their studies on Parade Street, we have grown to become one of Canada's top 20 research universities, counting more than 100,000 alumni as part of our family. Across our campuses and institutes, we deliver more than 100-degree programs and generate well in excess of \$100 million in research funding annually.

Faculty, students, and staff are routinely recognized with prestigious national and international accolades. Memorial's students come from all corners of the province, Canada, and the globe. We boast phenomenal growth in graduate studies—nearly 4000 students enrolled in over 100 different graduate programs. In the last two years, we have seen the highest student enrolments in Memorial's history, exceeding 19,000.

**Memorial must passionately live and tell this story every day. We must promote Memorial.**

We must find new and ever more creative ways to connect and energetically advocate the importance of Memorial to the province's future prosperity. We are an economic driver for the province and must promote this role broadly. At the same time, we must advance Memorial's brand across Canada and worldwide as we recruit the very best students, faculty, and staff to our lands and shores.

**This work begins at home.**

Memorial will propel new, innovative avenues of evocative story-telling. Focused on engaging the hearts and minds of Newfoundlanders and Labradorians, we will grow awareness of the incredible things happening at Memorial and their direct impacts on this province.

Memorial will enhance our efforts to welcome the peoples of this province to our campuses to experience the cutting-edge research and creative work of our faculty, staff, and students. At the same time, Memorial will expand its capacity to bring research and creative work to the peoples and communities of Newfoundland and Labrador.

Memorial will strengthen and activate networks of units and campuses to build a cohesive strategy to enhance Memorial's student and employer brand across Canada and around the world. This strategy will strengthen Memorial's place in markets where we already have a presence while identifying and engaging markets of recruitment potential.

**We must also promote ourselves with the vast family that is Memorial.** Our talented and dedicated faculty, staff, retirees, donors and alumni are ambassadors. We will develop, support, and celebrate them as prideful champions of Memorial.

Memorial will embark on a journey of cultivating ambassadors, further engaging alumni as active partners in the university, and sharing the university's stories locally, regionally, nationally, and internationally. We will invest in alumni networks, supports, affinity events, and associations around the world.

**Focused goals:**

**Memorial will enhance relationships and interconnections with the peoples of Newfoundland and Labrador by:**

- Launching innovative avenues of evocative story-telling focused on engaging the hearts and minds of Newfoundlanders & Labradorians
- Growing awareness of the incredible work of employees and students—including research, learning, and public engagement activities of Memorial and how they directly impact the province

- Enhancing efforts to welcome the peoples of this province to Memorial, showcasing the cutting-edge research and creative work of our faculty, staff, and students
- Expanding its capacity to bring research and creative work to the peoples and communities of the province

**Memorial will advance work in building our brand locally, regionally, and internationally by:**

- Creating new, inspirational promotional and social media strategies and campaigns
- Strengthening and empowering networks that advance regional, national, and international presence

**Memorial recognizes and supports faculty, staff, students, retirees, donors, and alumni as our greatest champions by:**

- Engaging, enabling and resourcing alumni engagement, networks, events, and associations
- Building networks of Memorial champions—ambassadors locally, regionally, nationally, and internationally

## ENABLING CULTURES

As a university for the province, the world and the future, we live a culture of aspiration. We enable and empower **people** through a collaborative, interconnected multi-campus network of students, staff and faculty. **It is through the behaviours and actions we take, how we work together, and the cultures that we build that we achieve success.** Results will require us to work together, building an inclusive workforce, listening to and responding in service to others, innovating and thinking boldly in our pursuits, acting with care and support, and acknowledging the tenacity required.

### TEAM MEMORIAL

#### A culture of collaboration, cohesion and alignment

Memorial's greatest strength is its people, working together across our province, our world, and for our futures—we are Team Memorial. From Grenfell Campus to the Marine Institute, Labrador Institute to St. John's Campus, Harlow Campus to Signal Hill Campus, we are unified in our commitment to Memorial.

**We are far more than the sum of our parts.** Interdisciplinary work can strengthen us all if we build alignment and cohesion in how we work. By working together towards common pursuits, academic, research, and administrative entities all have an active role in helping Memorial realize its full potential. Our university must be a place where cross-unit and cross-campus collaborations are instinctive, the normative way things are done.

We commit to identifying, naming and overcoming organizational silos; building rich relationships that focus on meaningful, equal partnerships between all campuses. As a diverse multi-campus university, we actively seek new, creative means for faculty, staff, students, and alumni to engage across all of our locations.

### A CULTURE OF INCLUSION AND EQUITY

#### Removing barriers and standing against hate

Memorial's future lies in a culture where equity, inclusion, and accessibility are embedded into the very fabric and physical structures of all we offer. We are intentional and deliberate in our commitment towards equity, inclusion, Anti-Racism, Indigenization, decolonization, and reconciliation. We must continuously act against discrimination in all its forms, including racial discrimination, Anti-Black racism, gender identity discrimination, sexual orientation discrimination, and disability discrimination. **We stand for the acceptance of all peoples.**

We recognize post-secondary education communities as places of systemic inequity and systemic racism. We acknowledge our academic and ethical responsibilities to meaningfully engage in the ongoing pursuit of equity and the need to consistently challenge inequity. We must embody the Calls to Action identified in the Truth and Reconciliation Commission of

Canada report. Respectfully working with equity-deserving individuals, groups, and communities, we work towards this in all that we do. Memorial's future must include a culture where we critically examine current programs, policies, and procedures, and dismantle colonial norms, values and ideas.

In recent years, much work has been done on this journey, including Memorial's [Research Impacting Indigenous Groups policy](#); [Strategic Framework for Indigenization 2021-2026](#); [Strategic Internationalization Plan 2020](#); [Employment Equity & Diversity Plan: 2019-2021](#); [Trans & Gender Diverse Student's Guide](#). We uphold this work but acknowledge that there is much more to be done to truly build a culture of inclusion, including an Anti-Racism strategy. The journey of equity, inclusion, Anti-Racism, Indigenization, decolonization, and reconciliation is ongoing, never-ending, and requires continuous commitment.

### A CULTURE OF SERVICE

#### Expanding perspectives by listening to others

Memorial must build a culture where we **listen attentively and respond to those we serve**. We must hear and reflect on the stories and ideas of students and stakeholders and be responsive to their needs and concerns.

We strive to be a destination of choice for students, including those from historically under-represented peoples and populations locally, nationally and internationally. The post-secondary landscape requires us to attentively listen and respond to the current and future needs of students more than ever. By placing students at the centre of what we do, we strive to be *the* university of choice- a place chosen because students feel accepted, connected and valued.

Similarly, alumni, employers, business, and community partners need to be central in what we do. A culture of service means reflecting upon how we can be a service to them as we develop long-lasting relationships. In doing so, we enhance the ways in which students, staff, and faculty work to ensure that Memorial contributes to our province, the world, and our future in socially, culturally, and economically meaningful ways.

As we build this culture, we keep in view that openness, transparency and trust are foundational to these relationships. Our success requires honest and continuous dialogue, grounded in respect and a recognition that all areas of the university need to be service-oriented and that we all bring expertise to these conversations.

## A CULTURE OF INNOVATION

### Acting boldly and taking risks

For a prosperous future we must act ambitiously, nimbly, willing to take risks, building an ever more vibrant culture of innovation. Our culture is one where people are encouraged to be daring, to invigorate programs, practices, research and operations. **We must expand an enterprising culture of innovation where staff, faculty and students are encouraged to identify challenges, experiment with new ideas, and scale changes that move us forward.**

The most significant risk for Memorial is failing to embrace innovation, defaulting to the status quo. This is a time for boldness, a time for trying new things, recognizing that the only failure is a failure to learn.

For inspiration, we need only look at our recent history. Over the past ten years, we have been on an increasingly innovative journey, supported by a robust technology sector, to gradually transform ourselves to play an even more prominent role in the social, cultural and economic spheres of the province, country and world. Examples of our innovation capacity include, but are not limited to:

- The Labrador Institute and the School of Arctic & Sub-Arctic Studies
- The Core Sciences Building
- The Technology Transfer and Commercialization Strategy
- The Memorial Centre for Entrepreneurship
- Genesis
- The Centre for Social Enterprise
- The Emera Innovation Exchange
- The Ocean Frontier Institute
- The Centre for Research and Innovation at Grenfell Campus
- The Holyrood Marine Base, Marine Institute

These are all examples of innovation, achievements to be proud of, each of which involved healthy doses of vision and risk-taking. **They highlight our hunger for change.** They are hallmarks of Memorial's efforts to grow research, learning, and public engagement ecosystems in ways that foster innovative thinking and entrepreneurial opportunities.

A culture of innovation and entrepreneurship is far more than new enterprise ventures. It is where we all develop entrepreneurial mindsets, tuned through critical lenses, to act as global citizens with the courage to be **change-makers for a better world.** It is where our operations and administrative practices are modernized, where staff and faculty are challenged to evolve how we work, and where the talents of students, faculty and staff alike are harnessed for the challenges of tomorrow.

## A CULTURE OF CARE AND WELLBEING

### Supporting students, faculty and staff

The holistic wellbeing of students, faculty and staff is paramount. The world is an increasingly stressful, chaotic, and quickly changing environment with a multitude of pressures. **We will not succeed if we do not proactively take actions that prioritize care, wellbeing and support to the people that live Memorial's vision and cultivate its success.**

Memorial faculty and staff care deeply. Growing this culture of care and wellbeing requires us to take further action and devote increasing resources, to support mental health, to develop and focus on the ways in which we support students and enable their growth so that they thrive while they learn.

In building a culture of care and wellbeing, we also recognize that our talented and dedicated staff and faculty also require additional supports. The talents of faculty and staff are immense. So too can be the pressures. As we look to build upon our growth in innovative and responsive ways; to lead the province, contribute to the world and invent the future, we must build a culture where faculty and staff can openly acknowledge the supports they need; where professional development, mental wellness, and healthy working environments are valued and nurtured.

## A CULTURE OF ACHIEVEMENT

### Acknowledging the commitment required

The goals, directions and initiatives outlined in this strategic plan **require commitment, resilience, tenacity, reflection and the ability to dig deep and innovate through challenging social and economic times.** As campuses, institutes, faculties, schools, and departments think through these directions; we acknowledge that there is more hard work ahead.

Collectively, as the strategic themes and enabling cultures of this plan are operationalised, each campus, unit, and department, must set goals, targets, and supporting actions that are achievement-driven. Actions that are grounded in honest reflection, humility, and an authentic desire to support the care and wellbeing of our students, staff and faculty.

**We must ensure that our measures of success are intentional, deliberate, and responsive.** Our academic programs must be regularly reflected upon and adjusted to be meaningful to the world around us, locally, nationally, and internationally. Student experiences and outcomes must be holistically evaluated and evolved. Research discoveries must be prioritized with clear strategic investment and accountability while ensuring accessibility, particularly for those who are systemically marginalized. Administration and governance must be aligned to enable our aspirations and realize our potential.

We recognize that success is not linear or one-dimensional, nor is it objective and quantitative. Campuses, units, and departments will articulate what success means for them, in line with

our strategic themes, and together we will build a culture where we celebrate growth and achievement.

### CONCLUSION

As we look to the future, we recommit Memorial to the fundamental values of the university: the pursuit of knowledge in all its forms; academic freedom and critical inquiry; collegial governance; and an open and accessible community of scholars and students. The priorities and themes developed in this document are subject to and must always be understood in the context of these values.

We are ready for momentous motion; to fuel initiatives and foster cultures that will enhance our contributions to a *socially resilient, economically prosperous, culturally vibrant, inclusive, healthy and sustainable province*. Contributing to a better world through the reach and impact of our students, faculty, staff, retirees, donors and alumni—and inventing futures that are prosperous, sustainable, and inclusive. Growing our remote and community learning avenues, authentically listening beyond our campuses to form partnerships within the communities we serve, creating spaces where interdisciplinary expertise flourishes, contributing to responsive learning and research that solves both local and global challenges, and equipping our employees and students as they continue to invent the future – this is what we prioritize to succeed.

As team Memorial, we are united in our diversity, enhancing our collective expertise, enriching our ideas and contributions through a multitude of perspectives and identities, daring to think boldly, taking risks in our endeavours, serving with pride and honour, supporting along the way, and tapping into our resiliency and resolve when things are tough. This is how we get there. **It is the people that are Memorial that get us there.**