NEWFOUNDLAND AND LABRADOR
THE GOOD NEWS
THE GOOD NEWS

Rate of immigration on the rise

• From 2013-14 to 2018-19, immigration rose by 61% in Newfoundland and Labrador.

• Atlantic Immigration Pilot contributing to the increase.

New venture capital activity (e.g. Verafin) creating new model of economic activity for the province

COVID-related move to greater remote work may allow an increased number of talented Newfoundlanders and Labradorians to work nationally and internationally from the province.
NEWFOUNDLAND AND LABRADOR
SOME OF OUR CHALLENGES
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Low fertility rates + outmigration means a shrinking youth population: number of 18 year-olds forecast to drop nearly 20% over next 15 years.

Post-2000 economic drive has come mostly from the oil and gas industry.

Significant and persistent provincial deficits.

Aging population and shrinking youth numbers set up greater competition for public funds.
MEMORIAL’S STRATEGIC POSITION

Memorial is an institution with a province-wide mandate, which requires a broad set of curricular offerings across faculties, schools and campuses, and limits the ability to specialize.

Institution has significant restrictions on revenue generation as well as restrictions with respect to borrowing for construction.

Substantial research profile, among top-700 universities globally.

Growing international profile and ability to attract students, faculty and staff from around the world.
COMPARATOR INSTITUTION STRATEGIES

Many institutions are taking steps to increase financial sustainability by adopting one of four strategies:

• Expanding online delivery
• Launching micro-credentials
• Enrolment growth
• Narrowing focus (strategic reinvestment or cuts)
## COMPARATOR INSTITUTION STRATEGIES

A sampling of strategies used by comparable Canadian universities:

<table>
<thead>
<tr>
<th>Institution</th>
<th>Expanding Online Delivery</th>
<th>Micro-credentials</th>
<th>Enrolment Growth</th>
<th>Narrowing Focus</th>
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X: mentioned specifically in strategic plan

*: implied action

-: not mentioned or implied
COMPARATOR INSTITUTION STRATEGIES

Few specifics given about potential micro-credential programs.

Some institutions seeking to increase their enrolment focus only on international enrolment.

Most audacious enrolment increases are desired by Alberta institutions, which have suffered severe cutbacks to their operating grants.

Less commonly, institutions seek to narrow their institutional focuses by strategically reallocating their spending.
STRATEGIC PLANNING AT MEMORIAL

Consultation questions include:

How is Memorial University doing as an institution? What are its particular elements of strength and what are our opportunities?

How well is Memorial University serving students? How well is Memorial University serving the people of Newfoundland and Labrador?

Thinking forward 10-15 years, what are the main economic and societal changes that will affect higher education generally and Memorial specifically?

Apart from money, what is the most important factor preventing Memorial from being the best university it could be?

If you had one wish to change one thing about MUN, what would it be?
WE WANT TO HEAR FROM YOU!

Please email strategicplanning@mun.ca with ideas and feedback, and watch for other ways to contribute.

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