A beating heart for Newfoundland & Labrador
Overview of Draft Strategic Plan 2021-2026

Feedback and comments can be submitted to:

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The journey to here

- **Summer 2020**: Formation of SPFT
  - +100 volunteer applicants
- **September**: SPFT crafted consultations
- **October-January**: Consultations
  - SPFT oversaw 67 unique, live consultation sessions - +1200 participants
  - 334 online survey submissions
- **January**: ”What we heard”
- **January-February**: Feedback
  - 109 submissions
- **February-March**: SPFT completed draft plan
- **April**: Feedback and Senate
- **May**: Board of Regents
Guiding vision

A beating heart for Newfoundland & Labrador – contributing to a socially resilient, economically prosperous, culturally vibrant, inclusive, healthy, & sustainable province.
Together, we are

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

* A University for the world*, engaging 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 creativity and innovation inventing resilient, sustainable, vibrant, healthy and inclusive tomorrows.
Our greatest strengths...

PLACE – our strategic priorities
Our greatest strengths...

PEOPLE – enabling cultures
Strategic priorities...
Strategic priorities

- **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 in others in all we do
- **Promotion and pride** – Our excellence and achievements boldly shared
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 social, cultural, health, and economic vitality of the province and the world.”
Proactive Programs

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
- Mobilizing 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
- Growing our innovation and entrepreneurial ecosystem
Memorial will strengthen interdisciplinary collaboration, equipping students to tackle world challenges by…

- Enabling personalized learning pathways
- Helping students find their niches through interdisciplinary program offerings
- Supporting entrepreneurship and innovation training

Memorial is focused on enhancing student experience by…

- Continuously developing a culture of inclusion and acceptance
- Enhancing campus life, improving infrastructure, enlivening and activating spaces for learners to connect and thrive
- Enabling and advocating immigration opportunities and pathways that retain our graduates right here in Newfoundland & Labrador
In all we do, Memorial is committed to…

- Indigenization
- Equity and inclusion
- Environmental sustainability
Inspired Learning

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

“Inspired learning brings a focus to cutting edge pedagogies, technologically-enabled environments, and ever greater experiential and community-based opportunities.”
Inspired Learning

Focused goals

Memorial will grow and support inspired learning by…

- Enabling cutting edge pedagogies and technologically-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
Inspired Learning

Focused goals

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 dynamic 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.
Inspired Learning

Focused goals

In all we do, Memorial is committed to…

- Indigenization
- Equity and inclusion
- Environmental sustainability
Dynamic Research

Global reach and local relevance through interdisciplinarity

“Our research and creative activity has global reach with local impact - a place of creativity, innovation, and entrepreneurship. This work enriches the province, while advancing our presence on the world stage.”
Establish new convergent, interdisciplinary clusters by…

- Mobilizing 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 and staff to work on convergent challenges and problems
Memorial will expand areas of leading-edge research by…

- Encouraging and enabling the diversity of research of a comprehensive, research-intensive university, particularly in line with Memorial’s strategic research themes

- Expand areas of interdisciplinary research excellence including, but not limited to:
  - Oceans
  - Sustainability, agriculture, and food security
  - Environment and energy
  - Health & wellbeing
  - Creative arts, culture, heritage
  - Arctic & northern regions

- Creating opportunities to build new areas of interdisciplinary excellence
In all we do, Memorial is committed to…

- Indigenization
- Equity and inclusion
- Environmental sustainability
Commitment to Communities

Engaging others in all we do

“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 the social, cultural, health and economic prosperity of all Newfoundlanders and Labradorians.”
Commitment to Communities

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 of prosperity
- Increasing presence in community, meeting individuals and groups where they are
- Advancing 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 community through learning programs and professional development
Commitment to Communities

Focused goals

In all we do, Memorial is committed to…
- Indigenization
- Equity and inclusion
- Environmental sustainability
Promotion & Pride

Our 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 & Labrador forward.”
Memorial will enhance relationships and interconnections with the peoples of Newfoundland and Labrador by…

- Launching innovative avenues of evocative storytelling, focused on engaging the hearts and minds of Newfoundlanders & Labradorians.
- Growing awareness of the incredible research, learning, 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.
Promotion & Pride

Focused goals

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 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.
Promotion & Pride

Focused goals

In all we do, Memorial is committed to…

- Indigenization
- Equity and inclusion
- Environmental sustainability
Enabling Cultures
Enabling Cultures

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 we build that we achieve success.

- **Team Memorial** – a culture of collaboration and alignment
- **Inclusion and Equity** – where all peoples are accepted and contribute
- **Service** – where students are central and we listen 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 focused commitment is required
Team Memorial Collaboration & 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 must be more than the sum of our parts.

We commit to interdisciplinary approaches; identifying and overcoming organizational silos; working in alignment; and ensuring that cross-unit and cross-campus collaborations are valued...
Inclusion & Equity
Removing barriers & 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, Indigenization, decolonization, and reconciliation.

We must continuously act against discrimination in all its forms including racial discrimination, anti-Black racism, gender identity discrimination, and disability discrimination.

We stand for the acceptance of all peoples.
Service
Expanding perspectives, attentive & responsive

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

By placing students at the centre of what we do, we strive to be a place chosen because students feel accepted, connected and valued.

A culture of service also means reflecting upon how we can be a service to alumni, employers, industry and community as we develop long-lasting relationships.
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 where staff, faculty and students are encouraged to identify challenges, experiment with new ideas, and scale changes that move us forward.

A culture of innovation 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.
Care & Well-being
Supporting students, faculty & 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 prioritize care, wellbeing and support to the people that will live Memorial’s vision and cultivate its success.
Achievement
Acknowledging the commitment required

The goals, directions and initiatives outlined in this strategic plan require commitment, resilience, tenacity, and the ability to dig deep and innovate through challenging social and economic times.

As the strategic priorities and enabling cultures of this plan are operationalised, each campus, unit, and department, must be intentional in setting goals, targets, and supporting actions that are achievement driven.
We are united in our diversity, enhancing our collective expertise, enriching our ideas and contributions through a multitude of perspectives and identities. We think boldly, take risks in our endeavours, serve with pride and honour. We support each other along the way, 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.