

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

COASTS ACTION PLAN 2017-2018

June 22, 2017

Goal 1: Create

Encourage and support the development of Memorial-wide COASTS initiatives.

- 1.1. Develop and advance major COASTS-related projects and proposals.

Goal 2: Connect

Build and strengthen relationships with external partners to raise awareness of opportunities to work together.

- 2.1. Connect with federal government departments, agencies, and elected officials.
- 2.2. Connect with industry organizations, businesses, and NGOs.
- 2.3. Connect with provincial government departments, agencies, and elected officials.
- 2.4. Connect with Aboriginal governments and organizations.
- 2.5. Connect with municipal and regional governments and organizations.
- 2.6. Connect with other universities, colleges, and national and international organizations.

Goal 3: Coordinate

Assist and enable Memorial faculty, students, and staff to do more COASTS-related work together, and with external partners.

- 3.1. Develop comprehensive University-wide COASTS vision.
- 3.2. Support and coordinate COASTS-related work across the University.
- 3.3. Support the development of strong proposals to the Canada First Research Excellence Fund.
- 3.4. Manage COASTS Initiative.

Goal 4: Communicate

Build the brand, and tell the stories of COASTS at Memorial, and the importance of universities for provincial, regional, and national prosperity.

- 4.1. Tell Memorial's COASTS success stories and highlight key COASTS opportunities.
- 4.2. Lead a national dialogue on the role of universities in regional innovation and economic development.

Goal 1: Create

Encourage and support the development of Memorial-wide COASTS initiatives.

Objective Activity	Champion	OPE Next Steps	Other Units Next Steps	Status
1.1. Develop and advance major COASTS-related projects and proposals.				
1.1.1. Continue to develop COASTS-related projects, including:				
<ul style="list-style-type: none"> Oil Spill Response Centre of Excellence 	C-CORE/FEAS	Continue lobbying. Coordinate with industry partner.	Continue to liaise with external partners. FEAS establishing a CRC in Off-shore oil spill research.	Project slowed with downturn in oil industry.
<ul style="list-style-type: none"> Holyrood Marine Base – Phase IIB 	MI	Continue lobbying. Budget Submission.	MI develop full HMBIIB proposal.	Submitted as part of unsuccessful federal budget ask; revise proposal to be part of MUN-wide COASTS proposal to Ocean Protection Plan and other federal programs (i.e. Supercluster, etc.)
<ul style="list-style-type: none"> Labrador Institute expansion 	LI	Meet with new director.	Develop and implement expansion plan.	Underway.
<ul style="list-style-type: none"> Ice-class research vessel 	MI/Various	Support MI and others.	Explore opportunities for MUN to get its own research vessel, or share with other institutions/organizations.	MI talking with Coast Guard and DFO about possible federal support for a research vessel (likely refurbished surplus vessel)
<ul style="list-style-type: none"> Core Sciences external partner collaboration space 	AVPR/Science/FEAS	Support AVPR and others. Explore potential role in Ocean Cluster.	Explore potential partnerships to utilize	OFI will utilize 20,000 sq ft of collaboration space once complete; CERC

unallocated collaboration space.

will use 10,000 sq ft if successful.

- Ocean observation cables

MI/Science/FE
AS

Support MI/Smart Atlantic. Explore potential role in Ocean Cluster.

Continue discussion with ExxonMobil about utilizing the public access cable for ocean observation and research. Connect with FEAS research projects related to subsea communications, etc.

Cable has been installed and purportedly has public access points that could support ocean research.

- Sustainable Northern Coastal Communities Initiative

HC

Draft project charter with Trevor Bell.
Coordinate with HSS CERC proposal and other initiatives.
Coordinate with Labrador Institute.
Connect with IGA and coordinate proposals.
Connect with key Federal government stakeholders.

Develop proposals to get project underway.

Funding secured from International Grenfell Association and MUN to launch pilot phase.

- Canada First Research Excellence Fund Project 1

FEAS/VPR

Get update from FEAS

Explore ways to support the initiation of the project outside the CFREF program.

Ocean Protection Plan may be a useful program.

- Canada First Research Excellence Fund Project 2

Science/MI/VPR

Monitor/support

Complete

Received \$94m to support establishment of OFI (\$240m ocean research initiative with Dalhousie and UPEI)

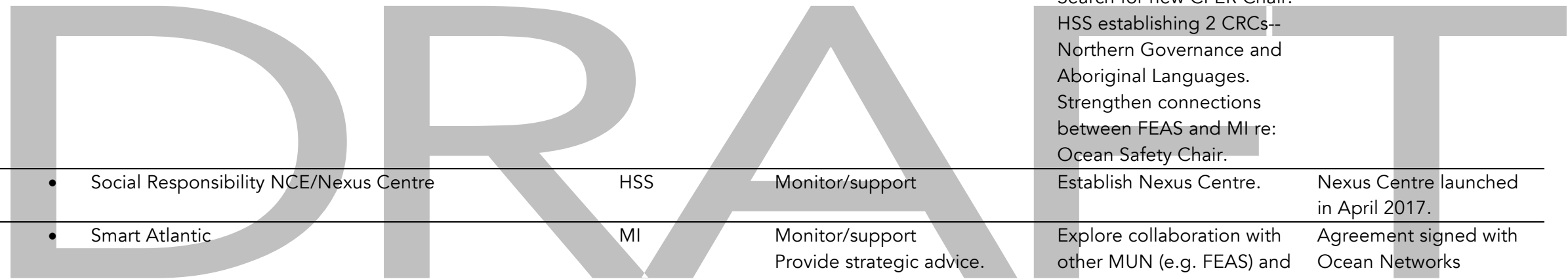
<ul style="list-style-type: none"> MUN Innovation Initiative 	President/VPR	Lead coordination of initiative. Lead monitoring of Federal program development.	Develop pan-university strategic initiative to enhance MUN's innovation support system.	Underway.
<ul style="list-style-type: none"> The Battery Facility 	OPE	Explore COASTS-related programming and branding opportunities.	Develop the Battery facility as a world-leading public engagement, innovation, conference, and residence space.	Underway. Anticipated to open fully in Fall 2018.
<ul style="list-style-type: none"> On the Move project 	HSS	Monitor/support		Ongoing
<ul style="list-style-type: none"> Too Big to Ignore project 	HSS	Monitor/support		Ongoing
<ul style="list-style-type: none"> Tradition and Transition Among Labrador Inuit project 	HSS/Music	Monitor/support		Ongoing
<ul style="list-style-type: none"> Cold Water Oil 	HSS	Monitor/support Attended conference, August 2016		Ongoing
<ul style="list-style-type: none"> University of the Arctic 	President/MI/OPE	Continue leadership and coordination role Explore hosting the conference in 2018-19 at Battery		Ongoing
<ul style="list-style-type: none"> Horizon 2020/Galway Declaration 	MI	Monitor/support	MI: continue collaboration with international partners on Horizon 2020 projects (Clime Fish and Prime Fish).	Ongoing

- Research Chairs: NSERC, MI, CRC

Various

Monitor current, upcoming, and proposed chairs.
Hold event for chairs to learn more about COASTS and OPE.

Science: 5 new CRCs; Earth Science setting up industry research chair.
New industry research chair in Aquaculture nutrition.
OCI Industry Research Chair in Fish Stock Assessment (Noel Cadigan).
Search for new CFER Chair.
HSS establishing 2 CRCs-- Northern Governance and Aboriginal Languages.
Strengthen connections between FEAS and MI re: Ocean Safety Chair.



- Social Responsibility NCE/Nexus Centre

HSS

Monitor/support

Establish Nexus Centre.

Nexus Centre launched in April 2017.

- Smart Atlantic

MI

Monitor/support
Provide strategic advice.
Explore potential involvement in regional Ocean cluster.

Explore collaboration with other MUN (e.g. FEAS) and external (e.g. ONC, MEOPAR) partners.

Agreement signed with Ocean Networks Canada.

- Law School

HSS

Monitor/support

Explore establishment of a law school.

Facilities Management currently researching infrastructure needs.

<ul style="list-style-type: none"> COASTS-related academic programming, scholarships, funding 	Various	Monitor/support Coordinate with OPE, SGS, VPA, Student Life, MUNSU, GSU, etc.	Explore potential collaboration between faculties to develop and deliver interdisciplinary COASTS programming. All HSS departments now offer some form of COASTS programming/courses (e.g. Classics course on ancient shipbuilding, etc.) HSS establishing COASTS BA, a BA & BSc joint degree, and International BA.	HSS applying to inter-campus fund to develop programming at Bonne Bay Marine Station with LI and Grenfell.
<ul style="list-style-type: none"> Arctic Forum 	HC	Monitor/support	Organize and host next Arctic Forum	Next Arctic Forum will be in NL in 2018.
<ul style="list-style-type: none"> ISISA (International Small Islands Studies Association) and RETI (Excellence Network of Island Territories) 	HC	Monitor/support	Host ISISA conference, 2019.	Underway
<ul style="list-style-type: none"> North Atlantic Forum 	OPE	Provide secretariat support. Attend conference in Bo, Norway, Fall 2017.	N/A	Underway
<ul style="list-style-type: none"> Canada Excellence Research Chair (CERC) 	VPR/Science	Monitor/support	Develop a CERC proposal.	Proposal has been submitted.
<ul style="list-style-type: none"> Proposed Canada Excellence Research Chair (CERC) 	VPR/Variou	Monitor/support	Explore ways to established other CERCs proposed by other MUN units during internal proposal development phase.	

<ul style="list-style-type: none"> Pan-Atlantic Digital Oceans Supercluster 	President/VPR/OPE	Provide government relations and strategic support.	Develop an LOI and proposal with private, public, and post-secondary partners from across Atlantic Canada.	PRNL is leading the NL contingent of private sector partners (oil and gas companies) who are leading the proposal development with private sector orgs from NS, NB, PEI.
<ul style="list-style-type: none"> Ocean Protection Plan Strategy 	VPR/OPE	Provide government relations and strategic support.	Develop a MUN-wide proposal to DFO, Transport, Coast Guard, and Environment.	Collecting information from Government and bringing internal stakeholders together.
<ul style="list-style-type: none"> Bonne Bay Marine Station 	Science	Monitor/support/Partner on PE initiatives.	Explore ways to increase activity at BBMS, including public engagement.	BBMS recently received \$1m from TCII and ACOA to fund infrastructure upgrades; report on BBMS coming out soon.
<ul style="list-style-type: none"> Nunafam and Norafam Programs (Northern medical education/residencies) 	Medicine	Monitor/support	Medicine: Increase number of medical professionals (incl. nurses, social workers, and pharmacists); increase number of locations; promote inter-professional education.	Underway
<ul style="list-style-type: none"> Human Physiology in Harsh Environments Certificate Program 	Medicine	Monitor/support	Medicine (Adam Dombroski), along with MI, HKR, and Safety Net develop and deliver certificate program.	Underway

<ul style="list-style-type: none"> Aboriginal Medical Education 	Medicine	Monitor/support	Medicine continue to develop education programming especially for Aboriginal and Northern students and communities.	Underway
<ul style="list-style-type: none"> Northern Health Research 	Medicine	Monitor/support	New community health researcher at Labrador Institute (Jennifer Shea); Dr. Michael Jong research project on Aboriginal suicide rates in the North.	Underway
<ul style="list-style-type: none"> Connect MUN COASTS infrastructure 	Facilities Management	Monitor/Support	Establish a shuttle service to connect MI, OSC, OFI, etc.	Battery shuttle currently includes a few trips to OSC and MI.
<ul style="list-style-type: none"> Ocean Frontier Institute 	VPR/MI	Monitor/support	Continue the development of OFI	OFI is getting up and running, with the first round of research projects getting underway and final administrative structures getting established.
<ul style="list-style-type: none"> Canadian Centre for Fishery Innovation 	MI	Monitor/support	Submit proposal to Atlantic Fishery Fund (DFO) for ongoing support.	Proposal has been submitted.
<ul style="list-style-type: none"> Centre for Fishery Ecosystem Research 	MI	Monitor/support	Explore ways to secure more stable funding.	Underway
<ul style="list-style-type: none"> Baffin Bay Ocean Observatory 	Science/MI	Monitor/support	Establish ocean observation system in Baffin Bay in partnership with other	Underway

universities and research institutes.

<ul style="list-style-type: none"> Coast of Bays Regional Aquaculture Centre 	MI	Monitor/support	Establish aquaculture research and training program in Coast of Bays region.	Underway.
<ul style="list-style-type: none"> Canadian National Network for Innovative Shipbuilding/Marine Research and Training (CISMART) 	FEAS	Monitor/support	Lead the development of CISMART	FEAS hosted national meetings in late 2016, and have met with Transport Canada.
<ul style="list-style-type: none"> Petroleum Engineering Program 	FEAS	Monitor/support	Develop a petroleum engineering program.	Delayed due to downturn in oil industry.
1.1.2. Encourage interdisciplinary collaboration and information sharing amongst participants in major COASTS-related projects and proposals throughout the university.	All	Host workshops and events, support networks, email newsletter, provide strategic advice. Host semi-annual COASTS/Labrador networking teleconferences in conjunction with the Labrador Institute.		HSS hosted COASTS Pedagogies symposium in April 2017.
1.1.3. Advocate on behalf of major COASTS-related projects with external partners and contacts.	All	Internal coordination. External connection. Broad communications		
1.1.4. Explore ways to incorporate partners (government (federal and provincial, industry, community) in development and governance of new initiatives. (e.g. joint venture, consortium, etc.).	OPE	Develop briefing materials on possible models, with examples from elsewhere.		

Goal 2: Connect

Build and strengthen relationships with external partners to raise awareness of opportunities to work together.

Objective Activity	Champion	OPE Next Steps	Other Units Next Steps	Status
2.1. Connect with federal government departments, agencies, and elected officials.				
2.1.1. Identify, connect with, and host visits from key Federal Government officials, politicians, and staff.	Marcom, OPE	Track, coordinate, support as they arise. Arrange appropriate meetings in Halifax and/or Ottawa as needed. Extend invitations to visit MUN facilities to officials. Arrange meetings and tours for visiting officials. Work with DFO to bring Ocean Research in Canada Alliance (ORCA) meetings to NL.		
2.1.2. Incorporate potential NRC collaboration opportunities into COASTS vision.	VPR	Liaise with new NRC President Ian Stewart.	Revitalize MUN-NRC Science committee.	Rocky Taylor of FEAS leading a FEAS-NRC collaboration renewal process.
2.1.3. Work with Memorial's Deputy Minister Champion to raise Memorial's profile in Ottawa.	OPE	Identify new DMUC. Meet with new DMUC next visit to Ottawa. Arrange visit for DMUC to St. John's Campus.	Explore ways to increase MUN co-op placements in Federal Government.	Underway.
2.1.4. Contract the services of consultants to help raise Memorial's profile in Ottawa.	OPE	Continue to coordinate with consultants.		

2.1.5. Ensure strong Memorial presence at COASTS-related conferences and events (e.g. Northern Lights, Northern Exposure, Labrador Expo, etc.).	Marcom, OPE	Develop and implement a conference plan for pertinent conferences.
2.1.6. Maintain Memorial's federal lobbyist registration.	OPE	Continue maintaining federal lobbyist registration.
2.1.7. Develop Marine Transport Group (Transport Canada).	OPE	Follow up with Transport Canada
2.1.8. Develop Oil Spill Research Group (Environment Canada).	OPE/C-CORE/FEAS	Follow up with ECCC. Meet with new ADM.
2.1.9. Explore institutional-level relationships with key federal departments (DFO, Environment).	OPE, VPR	Identify internal opportunities and connect with external partners. Hand off to appropriate MUN units. MI establish DFO Partnership Program and Research Affiliate program.
2.1.10. Work with CanNor to expand Memorial activity to other areas of the north.	OPE	Identify projects and initiatives (i.e. Nunafam, SNCC, etc.) that might be eligible for CanNor support. Discuss potential projects with CanNor. Work with proponents to develop proposals.
2.1.11. Monitor development of Canadian High Arctic Research Station and participate as possible.	OPE	Monitor/support.
2.2. Connect with industry organizations, businesses, and NGOs		
2.2.1. Monitor and support pending industry support for COASTS initiative.	All	List pending support with status. Monitor/support.

2.2.2. Support the development of new and established industry partnerships related to the COASTS Initiative.

All

Monitor/support.
Identify needs and opportunities.
Include Development as well.

2.2.3. Identify and meet with appropriate industry players to explore potential collaborative opportunities.

All, OPE

Support/monitor dealings with industry partners throughout the university.
Compile a database of key industry associations and businesses.
Hold events for Industry Associations and large and small business to increase awareness of MUN capacity.
Monitor latest news developments from pertinent industries.

Increase awareness of MUN capacity among industry association partners.

2.3. Connect with Provincial Government departments, agencies, and politicians

2.3.1. Maintain relationships with key provincial government officials as they relate to COASTS and COASTS-related projects.

All, OPE

Meet regularly with appropriate officials from BTCRD and IGA.
Monitor and support others as needed.
Develop provincial government engagement strategy in conjunction with Marcom, including large COASTS focus.

2.4. Connect with Aboriginal governments and organizations.

2.4.1. Maintain relationships with key Aboriginal government and organization officials as they relate to COASTS, and COASTS-related projects

All, OPE,
Aboriginal
Affairs

Maintain a database of Aboriginal governments, community organizations and stakeholders with MUN connections.
Support MUN Aboriginal Affairs office and activities.
Explore mechanisms for Aboriginal stakeholders to learn more about MUN capacity.
Include MUN Aboriginal Affairs in development and governance of relevant initiatives.

Various units and researchers have strong relationships with various NL indigenous communities and organizations (e.g. Trevor Bell, Lisa Rankin, etc.); LI also provides a platform for engagement with Labrador Indigenous groups.

2.5. Connect with municipal governments and organizations.

2.5.1. Maintain relationships with key municipal government and organization officials as they relate to COASTS, and COASTS-related projects

All, OPE

Maintain a database of municipal governments, community organizations and stakeholders with MUN connections.
Explore mechanisms for municipal stakeholders to learn more about MUN capacity.

Explore opportunities for MUN research and expertise to be made available to communities (e.g. SNCC initiative, FEAS, etc.)

Develop North Atlantic Rim Municipal Leaders Network and programming.

OPE/HSS

Advance SNCC initiative in conjunction with North Atlantic Forum.

2.6. Connect with other universities or colleges, and national and international organizations

2.6.1. Identify other universities, colleges, and organizations with COASTS-related expertise that complements or enhances Memorial capacity for current or emerging initiatives.

All, OPE

Maintain a database of key contacts from other universities and organizations with MUN/COASTS connections.

MI: continue collaboration with international partners on Horizon 2020 projects (Clime Fish and Prime Fish). Continue to foster strong relationships with University of Tromso. CISMART is national network of universities and research organizations.

Ongoing

2.6.2. Maintain relationship with Nunavut Arctic College, and monitor the development of a northern university.

MI, Medicine

Monitor/support. Coordinate response to consultants report that excluded MUN.

2.6.3. Coordinate Atlantic Ocean Cluster Development initiative.

OPE

Liaise with federal and provincial officials as required. Liaise with other Atlantic universities as required.

2.6.4. Monitor development of CFREF 2 proposal and support as necessary.

VPR

Provide support as needed.

2.7. Monitor funding and collaborations with external organizations.

2.7.1. Track current and pending funding for each major stakeholder group.

OPE

Monitor

2.7.2. Track current collaborations with each major stakeholder group.

OPE

Monitor

2.7.3. Manage and track stakeholder contact information.

OPE

Implement CRM to manage stakeholder information.

Goal 3: Coordinate

Assist and enable Memorial faculty, students, and staff to do more COASTS-related work together, and with external partners.

Objective Activity	Champion	OPE Next Steps	Other Units Next Steps	Status
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3.1. Develop comprehensive University-wide COASTS vision

3.1.1. Consult with University stakeholders to help develop a COASTS vision.	OPE	Meet with key stakeholders and host MUN-wide workshop(s) to consider development of permanent COASTS centre or alternate coordination mechanism.
3.1.2. Facilitate university-wide COASTS planning.	OPE	Meet with key stakeholders and host MUN-wide workshop(s) to consider development of permanent COASTS centre or alternate coordination mechanism.
3.1.3. Hold quarterly COASTS planning meetings.	OPE	Host workshop in Winter/Spring 2017. Combine workshop with COASTS networking event.

3.2. Support and coordinate COASTS-related work across the University

3.2.1. Encourage and support the development of COASTS affinity group(s).	OPE, All	Continue to monitor and support groups as they emerge. Connect various groups with major COASTS projects when possible. Encourage the use of Yaffle.
3.2.2. Identify and meet with key scholars to determine how their work aligns with COASTS and what type of support they need to contribute to COASTS vision.	OPE, All	Continue to meet with scholars as needed. Encourage the use of Yaffle.
3.2.3. Provide public engagement support as needed.	OPE	Continue as needed.

3.2.4. Earmark portions of resources (funding and unallocated space) for collaborative, interdisciplinary COASTS projects and programming).

Misc

Work with the COASTS Advisory Committee to identify opportunities to earmark existing and emerging resources for COASTS.

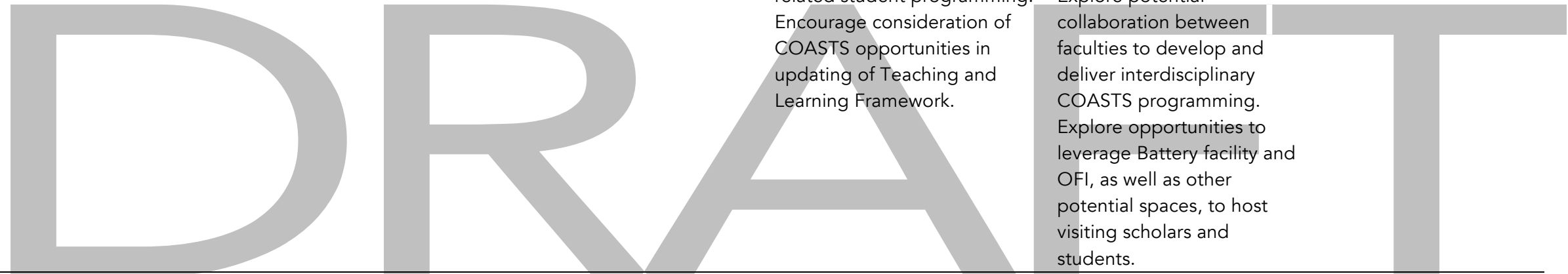
OFI includes substantial support for graduate students and post-docs.

3.2.5. Develop programming to encourage innovative publicly-engaged interdisciplinary COASTS scholarship for graduate students and faculty.

VPA, VPR, SGS, OPE

Support VPA, VPR, SGS, and relevant units in the development of COASTS-related student programming. Encourage consideration of COASTS opportunities in updating of Teaching and Learning Framework.

Host annual COASTS conference for all COASTS stakeholders. Explore potential collaboration between faculties to develop and deliver interdisciplinary COASTS programming. Explore opportunities to leverage Battery facility and OFI, as well as other potential spaces, to host visiting scholars and students.



3.2.6. Ensure that COASTS-related capacity in each unit is up-to-date in Yaffle.

OPE

Work with Yaffle team, COASTS Advisory Committee, and other relevant unit heads to promote Yaffle.

3.2.7. Establish a COASTS email newsletter/list-serve.

OPE

Produce Winter 2017 edition.

3.2.8. Support HSS/COASTS group.

HSS

Continue to monitor and support group as needed.

3.2.9. Integrate more student involvement in COASTS planning and activities.

SGS, VPA

Work with VPA, SGS, and other relevant support units to

Hold regular student seminars;
Deans and directors meet

HSS Award in Community Engagement was given to a COASTS-

		connect students to COASTS activities.	regularly with student societies in their units.	related graduate project in Trinity.
3.2.10. Hold regular COASTS networking events.	All	Host event in Winter/Spring 2017. Combine workshop with COASTS planning workshop		
3.2.11. Promote COASTS-related activities across the university.	Marcom,OPE	Continue producing quarterly COASTS newsletters, and promote events and opportunities to mailing list as they arise.		
3.2.12. Encourage cross-unit participation in events and symposia.	All	Continue to monitor and support non-OPE-led COASTS activities.		
3.3. Support the development of strong proposals to the Canada First Research Excellence Fund (CFREF)				
3.3.1. Support CFREF Development Committee as necessary.	VPR	Complete		
3.3.2. Connect and integrate CFREF development with broader COASTS visioning.	OPE	Work with OFI team to understand opportunities for other units and project to connect with OFI. Connect other COASTS initiatives with OFI if and when possible.		
3.4. Manage COASTS initiative project				
3.4.1. Maintain project charter, tracking documentation, reporting and evaluation	OPE	Continue managing appropriate governance documentation. Develop evaluation plan and		

report.
Develop annual progress
report.

3.4.2. Establish and support advisory, steering, working, and other committees,

OPE

Continue supporting COASTS committees.
Establish Evaluation Committee to develop and implement evaluation plan.

3.4.3. Explore organizational options to coordinate and support COASTS opportunities

OPE

Work with COASTS committees and stakeholders to plan for a permanent structure/mechanism for COASTS within MUN.

Goal 4: Communicate

Build the brand, and tell the stories of COASTS at Memorial, and the importance of universities for provincial, regional, and national prosperity.

Objective	Champion	OPE Next Steps	Other Units Next Steps	Status
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4.1. Tell Memorial's COASTS success stories and highlight key COASTS opportunities

4.1.1. Develop a comprehensive communications strategy and supporting materials in various media to share Memorial's story with specific audiences.

Marcom, OPE

Develop communications strategy.

Support faculty as they raise public awareness of their work and expertise.
Ensure COASTS is present in all major MUN communications (i.e. President's Report)
Use Yaffle and other tools

to establish a COASTS inventory.

4.1.2. Attend high priority conferences to network with potential partners and share Memorial's story.

Marcom, OPE

Continue updating conference plan.
Continue coordinating MUN's presence at high priority conferences.

4.1.3. Align Memorial's marketing with COASTS, and vice-versa.

Marcom

Continue working with Marcom.
Work with Marcom and project leads on integrating COASTS marketing messages and materials into COASTS-related projects and proposals.

4.1.4. Develop COASTS web site.

Marcom

Develop website for COASTS centre/mechanism if/when it is established.

4.1.5. Ensure Memorial has a significant presence at Northern Lights conference.

Marcom, OPE

Complete.

4.2. Lead a national dialogue on the role of universities in regional innovation and economic development

4.2.1. Develop a communications strategy and supporting materials in various media to exhibit the importance of universities in regional innovation and economic development, including academic and editorial content.

OPE

Hand-off to MUN Innovation Initiative.

4.2.2. Work with like-minded institutions and organizations across the country to share and spread this message. OPE

Hand-off to MUN Innovation Initiative.
Maintain monitoring and tracking of COASTS-related activities and opportunities.

4.2.3. Develop case studies of Memorial models of public engagement for innovation. OPE

Continue promoting C-CORE study.
Complete and promote MI study.
Support the development of any further studies.

DRAFT