

Memorial University of Newfoundland

Strategic Plan

Foreword

Memorial University College was founded in 1925 as a living memorial to those who fought in World War I. It began with an initial enrollment of 55 students and a full-time teaching staff of six. In 1949 one of the first legislative acts of the newly formed provincial government was to give the college full university status. Memorial University of Newfoundland moved to a new campus on Elizabeth Avenue in 1961 and a period of rapid expansion followed. Sir Wilfred Grenfell College was established in 1975 to meet the demand for university education on the west coast of the province and in 1995, the Marine Institute merged with Memorial University, bringing the total number of campuses in the province to three. Together these three campuses, along with the campus in Harlow, England have educated and served the people of this province. A table listing Memorial's departments, divisions, faculties, and schools is found in Appendix A.

The standard to which Memorial has always aspired was set out by the province's first premier, Joseph R. Smallwood, who declared that Memorial should be the most distinguished institution for its size in the world. Memorial has pursued this goal vigorously and with a good measure of success. The university is now the largest in the Atlantic Provinces and this growth has been achieved in large measure by educating the people of Newfoundland and Labrador. Program offerings have grown and Memorial has earned a place among the best comprehensive universities in the country. Externally funded research now exceeds \$90 million annually. Memorial has also been a major contributor to the social, cultural and economic development of the province having educated the vast majority of its teachers, business people, civil servants, engineers, scientists, health professionals, and visual and performing artists, among others.

After 56 years as a degree granting institution, Memorial, like the province, has achieved much and has developed a more outward looking identity to help shape its future, one that relies on traditional strengths such as independence of spirit, curiosity, liveliness, generosity, and appreciation for life.

Memorial's success is a tribute to those who fostered its development during its formative years as a small predominantly undergraduate institution, gradually transforming it into the diverse, multi-campus university that it has become today. As the university has matured, it has become more proactive in considering its future directions. In 1994, Memorial undertook a strategic planning process that resulted in a document entitled *Launch Forth*, which formalized Memorial's mission and set out a number of strategic focal points.

A second round of strategic planning commenced in 1999 and led to the *Strategic Framework*. Building on the foundation laid in *Launch Forth*, the framework was developed through an extensive dialogue with people from inside and outside the university. It described a number of guiding principles, set broad institutional goals, and laid out a number of specific actions that the university would undertake. Most of the goals have been achieved.

The present strategic planning process started with a series of university assemblies to seek consensus on a list of the key strategic issues facing the university. Small groups of faculty, staff and students were formed to prepare position papers for these strategic issues. The papers were discussed and refined at a university forum that attracted over 300 participants. As a separate initiative, academic and administrative units made submissions to the process. In the winter of 2006, external consultations were held at ten sites across the province and beyond to learn more about the expectations of communities. The information gathered from these processes served as the basis for the development of this plan. The university is grateful to all who contributed to the process and helped create this plan.

The future holds challenges that are provincial, national and international in scope. Most of these challenges will bring about tremendous opportunities for those institutions that are ready to meet them. This plan will ensure that Memorial is one of these institutions.

Introduction

Generation and dissemination of knowledge and ideas are the hallmarks of universities. Assessed against this benchmark, the first 56 years of the university's existence have been a period of great accomplishment. However, in a world where change is occurring at an unprecedented rate, no institution can be content to dwell on its past accomplishments. Institutions that survive and flourish must continuously adapt to remain relevant. Strategic planning processes provide a formal mechanism to ensure that adaptation follows systematic exploration of the opportunities that exist and the directions the university might choose to follow.

Boundaries, geographic and otherwise, are rapidly disappearing as technology advances and the world becomes more and more connected. To thrive in the new world that is emerging, this province faces a number of important decisions and the university will be called upon to help inform them. Expectations are very high. Memorial must serve the people of this province but in order to do so it must also expand and enhance its presence on the national and world stage. Achieving an appropriate balance between local and global activities is essential.

The plan which follows builds on the foundation established by the *Strategic Framework*, describing a way forward that is deeply rooted in Memorial's rich history. At the same time, it also looks to the future and the need to build on established strengths

and exploit new opportunities. The underlying theme of the plan is to seek and pursue opportunities along with the necessary resources with vigor but in a principled, responsible and sustainable manner.

Growth is a primary assumption of the plan, and it is believed that a growth strategy can be implemented in such a way that existing concerns can be addressed at the same time. There is no doubt that successful implementation of the plan is contingent on the ability to attract the resources necessary to sustain it.

Mission

Memorial's current mission statement, first set out in *Launch Forth*, is now 12 years old. It was decided during the internal and external consultation phase of this process that the university should include questions about its relevance. One issue arose consistently in both sets of consultations. In recent years, there have been concerted efforts to look beyond the borders of this province, actively recruiting students nationally and internationally, and seeking to become more involved in international ventures but this is not recognized as part of Memorial's mission. The *Strategic Framework* explicitly recognized the need for the university to make this adjustment, but it was never incorporated into the mission statement. To address this, the mission statement has been revised as follows:

Memorial University is an inclusive community dedicated to creativity, innovation and excellence in teaching and learning, research and scholarship, and to public engagement and service. We recognize our special obligation to the people of Newfoundland and Labrador.

Memorial welcomes students and scholars from all over the world and contributes knowledge and shares expertise locally, nationally, and internationally.

Core Values and Principles

A set of strongly held core values and principles guide the university as it makes the decisions that will shape its future.

- Quality and Excellence – Memorial seeks to achieve the highest possible quality in the delivery of programs and services and the research it conducts, striving for excellence in all that it does.
- Creativity, Ingenuity, and Innovation – Memorial will foster a climate that encourages people to be creative and innovative.
- Equity, Equality, and Diversity – Memorial values the diversity within the institution and treats people in an equitable manner.
- Accessibility – Memorial strives to be accessible to students.
- Collegiality and Cooperation – Memorial must continue to be a place where people conduct themselves in a respectful, collegial and cooperative manner,

- both among campuses and among the academic and administrative entities that comprise them.
- Responsiveness and Flexibility – Memorial has an obligation to be responsive to identified needs and will seek to be more flexible.
 - Competitiveness – Memorial strives to be nationally and internationally competitive in all that it does.
 - High Ethical Standards – Memorial holds itself to the highest ethical standards in its teaching, research and service.
 - Sustainability – Memorial acts in a manner that is environmentally, economically and socially sustainable, both in its administration and in its program development.
 - Accountability and Transparency – Memorial recognizes that accountability and transparency are essential characteristics of its culture.

Vision

What will Memorial look like if the major tenets of the plan are successfully implemented? Above all, Memorial will remain a highly accessible and comprehensive institution that is true to its core values. It will be an exciting place to work and study and will boast of a highly supportive environment where students, faculty and staff can thrive. It will be inclusive but at the same time sufficiently focused so that the university builds on its natural advantages/strengths and on the needs of the province.

Memorial will continue to grow in many ways. There will be significant growth in the graduate student population along with relatively modest growth in undergraduate enrollment. The number of students from the rest of Canada will grow as will the international student population. There will be greater emphasis on experiential learning opportunities for students. The environment of all campuses will be enhanced by new and renewed infrastructure, positioning the university among the best in the world.

Research activity will grow and there will be much greater levels of cooperation and collaboration across disciplines, across campuses, and with other institutions. New areas of research specialization will have emerged along with exciting new educational programs.

Sir Wilfred Grenfell College will experience significant growth in enrollment, driven by new high-demand programs, and will develop a stronger research mandate consistent with its strengths and the needs of the communities it serves. The Marine Institute will be well on its way to implementing its own strategic vision and be emerging as one of the world's foremost ocean institutes. The university will invigorate its relationships with traditional partners and develop new ones to help achieve strategic objectives.

Broad Institutional Goals

Memorial will pursue the following broad institutional goals:

- Support the academic and personal success of all Memorial students while attending university and upon graduation, by providing the skills and high quality educational opportunities needed to succeed.
- Continuously improve Memorial's commitments to teaching and learning, research and scholarship.
- Enhance the university's contribution to the economic, cultural and social development of Newfoundland and Labrador.
- Seek out new opportunities both nationally and internationally.
- Strengthen all facets of the university so that it is competitive in the provincial, national and international environment.
- Continuously improve the transparency and accountability of Memorial's operations.
- Foster an environment of cooperation and unity of purpose across all campuses, faculties and schools.
- Further develop an integrated approach to strategic planning and resource allocation.

All campuses and academic and administrative units will be asked to build their own specific strategic plans to support and shape the university's goals.

Institutional Targets

In the pursuit of excellence, it is important to establish targets that will allow the measurement of progress towards stated goals. To the extent that it is possible, all of the goals outlined in this document will have targets associated with them and measures will be devised to see that these targets are met. These actions will be assigned to the appropriate area(s) for implementation. Targets, which will change over the life of the plan as goals are assessed and opportunities are recognized, will appear in a companion document.

Areas for Action

Memorial has identified five key action areas: students; research, creative activity and scholarship; the needs of the province; conditions for success; and institutional responsibility; and has set out a series of goals for each one. These action areas strongly reflect our mission, vision and institutional goals.

STUDENTS

A) Memorial has an obligation to provide a high quality education for its students, one that fully develops their potential to become active, engaged and productive members of their community, the province and the world. To accomplish this, Memorial's commitment to its students must be renewed and invigorated. New and innovative collaborations within the university and beyond its borders should create the best possible learning environment.

Students will continue to be a central focus of this institution: Memorial's principal *raison d'être*. Their success while attending the university and afterwards is a key measure of its success. High academic achievement is only one measure: student success is also about graduates being able to build a successful life. Memorial will pursue the following goals and strategies to support their success.

GOAL 1: Foster Student Success and Retention

In 2003, Memorial adopted a student success plan which had three broad goals: improved graduation rates, reduced time to graduation, and improved retention through enhanced academic performance. The plan outlines specific strategies aimed at meeting these goals, including identification of problem courses, supplemental instruction, students at risk, and enhanced counselling and advising. It also speaks to the need to create an environment where students are better able to make the transformation from high school to university. The document focuses primarily on first year students where much has already been done. Memorial needs to build on the success achieved with first year by developing and implementing strategies to improve the success of senior undergraduate and graduate students.

- All campuses, faculties and schools will be encouraged to develop initiatives to enhance student success, bearing in mind the diversity of the student body.
- The university will place additional emphasis on improved retention, time to graduation, and completion rates at both the graduate and undergraduate level.
- The university will continue to implement the action items of the current student success plan and regularly assess progress towards its stated goals.
- The Enrollment Planning Working Group will undertake a review of the plan to make sure it remains relevant, update its goals and objectives as required, and expand it to include senior undergraduate and graduate students.
- The university will establish ways of supporting non-traditional learners who will comprise a more significant proportion of our total enrollment in the future.
- New initiatives will be developed to help improve overall performance in introductory English and Mathematics courses as a foundation for academic success.
- A Code of Academic Integrity will be developed, which will communicate expectations to faculty, staff and students.

- Further research will be conducted to build on the current knowledge base of the key factors that influence academic success.

GOAL 2: The Teaching and Learning Environment

Student success will be greatly facilitated by a supportive teaching and learning environment of the highest possible quality. The following principles should continue to guide teaching and learning at Memorial:

- Teaching and the development of pedagogical competence are the responsibility of all faculty.
- Learning and the development of effective learning skills are the responsibility of all students, supported by faculty.
- Research and teaching are interdependent, whether teaching is informed by traditional research or through the scholarship of teaching.
- A learning-centred environment, reinforced by institutional support, fosters independent and life-long learning.

To this end, Memorial will increase its activities in:

- Supporting and encouraging innovations and improvements in teaching and program delivery including flexible modes of delivery.
- Improving existing teaching space and adding new space.
- Reviewing and enhancing existing mechanisms to make sure that teaching development is fostered and supported and that an environment conducive to good teaching is maintained.
- Providing a suitable learning environment and learning spaces that are conducive to effective teaching.
- Increasing the amount and variety of independent learning space.
- Creating new experiential and cooperative education opportunities.
- Implementing new developments in classroom design and equipment; the professional development needs of instructors as they move from traditional to non-traditional modes of delivery; support of students who use the technology to learn; and issues of accommodation for students with disabilities.
- Making instructors more aware of the differing academic needs of a diverse student body, including but not limited to international students, aboriginal students and students with disabilities.
- Providing mentoring in teaching skills for faculty throughout their careers.
- Tracking outstanding teaching for internal and external recognition purposes.

GOAL 3: Program Innovation and Development

Memorial must ensure that its programs remain relevant, its curricula reflect the most current developments in the discipline and the methods of delivery reflect the best emerging practices. It will also take a leading role amongst Canadian universities in

creating innovative programs that meet the needs of students and society. Additional resources will be needed to make this happen. The university will:

- Formalize guiding principles for program development that emphasize such qualities as relevance, innovation, excellence and fiscal responsibility.
- Examine the demand for programs from the perspectives of the university, the disciplines, students, employers and the province.
- Explore ways to increase inter-disciplinary programs across faculties and schools at all levels.
- Ensure that approved programs are consistent with the strategic vision of the university.
- Develop a resource allocation mechanism to support and reward growth that is strategically relevant.
- Encourage a balance between creativity and process to facilitate program development and growth.

B) Access to the university by the people of the province will remain a key goal. At the same time, the student experience on all campuses will be greatly enhanced by the diversity that students from other parts of the country and around the world bring to it. Creating this diversity will also ensure that Memorial maintains the enrollment levels needed to offer a comprehensive suite of graduate and undergraduate programs, even if the number of university-age students in the province continues to decline. Increased numbers of students from groups that have traditionally been under-represented at Memorial, such as adult learners and aboriginal students will also make Memorial a richer place.

GOAL 4: Increase Undergraduate and Graduate Enrollment

Enrollment growth will be sought in order to further diversify the student body in response to provincial demographic declines. Overall, growth in the undergraduate population will be relatively modest while graduate enrollment growth will be significant. Sir Wilfred Grenfell College will experience significant undergraduate enrollment growth and begin offering graduate programs. The Marine Institute will increase its graduate and undergraduate enrollment as it continues to implement its strategic vision. Growth is in the best interest of the university and the province as it will allow Memorial to remain comprehensive in its offerings and strengthen its research base while bringing bright young people to this province who may decide to stay. Memorial will:

- Increase the overall enrollment at Memorial.
- Increase the number of students from under-represented segments of the provincial population such as adult learners and aboriginal students.
- Increase graduate enrollment at all campuses so that the proportion of graduate students to undergraduate students is similar to comparable institutions.
- Increase the number of international and out-of-province students enrolled at Memorial.

- Re-examine the structure that is used to manage enrollment at both the university-wide and unit levels.
- Undertake a study of graduate and undergraduate student capacity.
- Determine the feasibility of implementing prior learning assessment.
- Commit the required institutional resources (money, lab space, fellowships) to support graduate student enrollment growth.
- Engage in faculty renewal to support enrollment growth.
- Refine the system of incentives for academic units to engage in enrollment growth.

GOAL 5: Serve Off-Campus Students

Education and professional development opportunities are priorities for people living in areas of the province that are not in commuting distance of St. John's or Corner Brook. Memorial will respond to these needs by:

- Making more programs available via web-based delivery, especially in the professional disciplines, where demand warrants and educational quality can be assured.
- Providing more varied and flexible delivery of courses and programs, especially in communities outside urban areas, including the college-university transfer year, and a wider variety of web-based programs and courses.
- Working with the College of the North Atlantic to bring more educational opportunities to their campuses across the province.
- Providing increased opportunities for professional development and lifelong learning.
- Marketing web-based/mobile and distance learning programs and courses in a targeted manner.
- Exploring appropriate alliances with other universities or other web-based program providers.

GOAL 6: Enhance Student Recruitment and Financial Support

Expansion of recruitment efforts is one of the key enablers for enrollment growth. Recruitment at the undergraduate level in particular has traditionally been a more centralized activity but there is merit in finding ways of engaging academic units more directly in recruitment. Memorial will:

- Raise the profile of Memorial at the local, national and international levels.
- Enhance coordination of recruitment activities between the campuses' recruitment offices and academic units.
- Employ new and innovative practices to support recruitment at the unit level.
- Review admissions and transfer credit processes to ensure recruitment competitiveness.

- Increase recruitment activities in local, out-of-province and international markets.
- Increase targeting of non-traditional local market segments.
- Undertake more systematic recruitment efforts at the graduate student level.
- Provide competitive levels of financial support for graduate students.
- Increase the number and size of undergraduate scholarships and make a larger proportion of entrance scholarships renewable.
- Pursue major enhancements to the bursary program.
- Create a better living environment for students by increasing residence spaces and upgrading existing facilities to modern standards.
- Develop a strategy for student housing to bridge the period while new residences are being built.

GOAL 7: Student Support

Memorial offers a variety of services to support students as they progress through their academic careers. The services provided, both academic and non-academic, are generally well regarded by students but there is still room for improvement. Enhancements to services will help retain the students who are already enrolled. Memorial will:

- Provide enhanced career development services at the graduate and undergraduate levels.
- Increase academic support and advising and provide enhanced career advising services.
- Increase financial advising and seek to research and advocate for the development of additional programs for managing the total cost of education to students.
- Provide more access to counselling and disability services.
- Develop a plan to meet the unique academic, personal and financial challenges faced by international students.
- Increase and enhance web-based student information services.

RESEARCH, CREATIVE ACTIVITY AND SCHOLARSHIP

Memorial is committed to creating a vibrant culture of scholarly inquiry, where knowledge is created and transformed with excitement, creativity and rigor. All forms of research, creative activity and scholarship that are appropriate to university's many and varied disciplines are valued. These activities must be actively supported at all levels of the university community, with a view not only to advancing knowledge for its own sake but also to having the greatest national and international impact. To foster and sustain such a culture of inquiry, Memorial must support the individual scholar as well as encourage multi and inter-disciplinary research collaborations.

The development of Newfoundland and Labrador remains central to research activity at the university, but equally important is how this activity is situated in global terms. To face the complexity of twenty-first century life, especially as technology increasingly informs the ways we understand and shape the world, Memorial will identify research themes that enable fruitful cross-disciplinary approaches and the sharing of resources.

A healthy culture of scholarly inquiry promotes the development of partnerships, both public and private, and encourages open-mindedness in all research endeavours. Building and participating in this culture should be an exciting prospect.

GOAL 8: Focus on High Need Areas

Memorial has contributed considerable research-based knowledge in a variety of areas, many of which are related to our origins, place and heritage. The university will continue to focus on established areas of need, further refining and explicitly assigning resources to them, including but not limited to health, cultural, social and regional development, aboriginal cultures, the oceans, energy, and renewable and non-renewable resources.

These areas are clearly important and will be a big part of Memorial's future. However, a future where knowledge and creativity drive the provincial economy must also be considered. Memorial must generate ideas and educate the highly qualified people that will allow the province to flourish in the global knowledge-intensive economy. Therefore, Memorial will:

- Undertake an inclusive process to review and revise the thematic interests set out in Memorial's Strategic Research Plan.
- Develop these research themes to recognize Memorial's strengths, support the needs of the province, and embrace global opportunities.
- Enhance the research presence at Sir Wilfred Grenfell College, focusing on the strengths of the campus and needs of the region.

GOAL 9: Research Collaborations and Partnerships

Exciting research is taking place at the boundaries of traditional disciplines, where investigators from diverse fields form research teams. Cross-disciplinary research teams are able to solve complex, multifaceted problems by bringing together their individual strengths. Recognizing the benefits of this approach, Memorial will:

- Facilitate the organization of cross-disciplinary groups in the key thematic areas.
- Actively seek out local, national and international partnerships in areas of strategic interest.
- Improve the dissemination of research, both internally and externally, and be proactive in bringing ideas and opportunities from research to the community.
- Encourage greater collaboration with researchers from outside the university (both public and private sector).

- Enhance the research profile of the university by promoting qualified members of the research community for national awards, and appointments on peer-review committees, editorial boards, governing councils of the funding agencies, advisory boards and committees of government.

GOAL 10: Research Environment

Building and enhancing the research culture of Memorial and strengthening the environment that supports success is vital for continued success. The university must be responsive to new and emerging opportunities, and more effectively support the process of moving ideas through to full proposals. As research projects become increasingly complex (e.g. cross-disciplinary, multi-institution, multi-sector), the personnel and resources needed to manage them effectively must be in place. Memorial will:

- Enhance the services that enable research activity.
- Expand the current system of research mentoring for new faculty.
- Promote an environment in which investigators from different disciplines meet to discuss research and develop new collaborative research proposals.
- Communicate potential applications of research outside the university in a timely and efficient manner for the benefit of the university, the generator of the knowledge, the province and the country.
- Review administrative policies and procedures pertaining to research to ensure they are transparent, effective, efficient and supportive.
- Recognize the diverse measures of research activity appropriate to the discipline with special emphasis placed on those adjudicated by academic peers.
- Track and reward progress towards the research goals that will be established.
- Ensure that university policies governing corporate gift-giving, donations and contract research protect university staff, faculty and students engaged in research, and respect academic freedom.
- Fund information resources at a level that allows rapid communication of results and access to new forms of documentary evidence.

GOAL 11: External Funding

External funding is vital for the research programs of many of Memorial's faculty. The university will continue to seek new sources of external funding so that research carried out by faculty, staff and students can flourish in an environment committed to academic freedom and independent thought. Memorial will:

- Provide resources to seed the development of new collaborative research initiatives (e.g. pools of funds to stimulate new inter-disciplinary research partnerships in strategic areas).

- Strive to provide competitive funding levels for graduate students and to create a new pool of funding to attract more post-doctoral fellows.
- Provide seed funding for excellent new research.
- Develop new sources of start-up funding for new faculty.
- Participate in national and regional efforts to secure funding for research infrastructure.
- Strive to develop bridging funding for excellent research when funding is interrupted.

GOAL 12: Research Engagement and Productivity

More effective measures of research productivity are needed to assess progress towards stated goals and to be accountable for the funding that is received. Memorial will:

- Develop a set of new measures that assess such issues as the impact and benefits of research, participation levels, as well as the levels of funding received.
- Set regular targets (e.g. # of PhDs granted), improve the time to completion in graduate programs, and place more emphasis on graduation rates.
- Track faculty recognition (fellowships, awards, other achievements) for internal and external recognition purposes.

NEEDS OF THE PROVINCE

Memorial has played a major role in the development of this province and remains committed to its cultural, social and economic needs. In developing this plan, consultations were held throughout the province and many valuable suggestions were provided as to how stronger linkages can be forged between Memorial and its many constituencies. The university will bring its expertise out to the communities of Newfoundland and Labrador, actively engage in dialogue to learn more about the problems they face, and raise awareness of the value of a highly educated population.

GOAL 13: Accessibility

The people of this province want to know more about the university, what it is doing, and how they might benefit more directly from the work that is going on here. Increased communication is critical and Memorial will:

- Establish a stronger presence in all areas of the province. The university will listen to and act on concerns of communities, and provide up-to-date information about Memorial and how it is working to address the needs of these communities and the province.
- Strengthen its partnership with the College of the North Atlantic to help raise the profile of the university in areas outside St. John's and Corner Brook.

- Implement models to better transfer the university's knowledge and research expertise throughout the province.

GOAL 14: Foster Regional and Rural Development

Memorial's involvement with regional and rural development in the province dates back to at least the early 1960's. Education and research projects undertaken by the Marine Institute, the Faculty of Education, the Institute for Social and Economic Research and Coasts Under Stress, to name just a few, continue to build on this tradition of service. The recent creation of the Harris Centre demonstrates Memorial's renewed commitment to helping communities achieve sustainability. Key actions include:

- Working with rural communities to identify additional research needed in their areas, and to conduct and disseminate university research.
- Helping rural communities develop and test ideas and strategies that emanate from the research that has been conducted.
- Drawing on expertise in communities: community leaders, professionals, retirees, and alumni to help fulfill the institution's mission in all areas of the province.
- Finding ways to engage more of Memorial's faculty, staff, students, alumni and retirees in research in rural Newfoundland and Labrador.
- Providing leadership and advocacy for improving educational infrastructure in educational institutions across the province, including high-speed internet access, transportation, on-campus student housing, and modern science facilities.
- Teaching leadership, entrepreneurial and collaborative skills across the disciplines and in outreach and lifelong learning initiatives and providing opportunities to develop these skills in communities.
- Continuing the cross-disciplinary study of the distinctive characteristics of the people of this province in the area of health including geography and health systems, aging and rural health, and chronic diseases.
- Expanding, developing and promoting arts and cultural events across the province.

GOAL 15: Education and Research Opportunities in Labrador

Labrador has reasonable expectations of the university and Memorial is committed to an enhanced presence and mandate in the region. A revamped and refocused Labrador Institute, in collaboration with the Harris Centre and the College of the North Atlantic will help the university meet these expectations. Memorial will:

- Act on the recommendations that will come from the Labrador Post-Secondary Education Needs Assessment.
- Expand the Labrador Institute and increase its engagement with the community.

- Identify and advance opportunities for teaching and professional development in Labrador in cooperation with the College of the North Atlantic.
- Develop a stronger research mandate in Labrador.
- Make sure that research and teaching initiatives are responsive to the needs of the area.
- Improve opportunities for participation in post-secondary education for students in Labrador.

GOAL 16: Partnership with Aboriginal Peoples

Memorial recognizes the need to create an environment that welcomes and promotes the success of aboriginal students. Barriers to access need to be removed and full access to students of aboriginal descent encouraged, as well as the exploration of transitional programs that look towards creating the conditions for success. Memorial will:

- Increase overall sensitivity to aboriginal students in the university community.
- Consult with aboriginal communities about their requirements for programs, research, teaching and learning.
- Investigate “best practices” from other jurisdictions in Canada and internationally that might be adapted to suit local needs.
- Promote research on issues affecting aboriginal peoples, their culture and heritage.
- Work with aboriginal groups with the goal of achieving a greater degree of educational success for students.
- Provide opportunities for exchange between aboriginal students and the university community at large and between the aboriginal communities and individuals of the university community.
- Explore new program delivery methods and research practices which will meet the requirements and needs of the aboriginal communities.
- Improve the academic and student supports available for aboriginal students.

GOAL 17: Immigration and Internationalization

Newfoundland and Labrador continues to face significant population declines because of lower birth rates, out migration, and an aging population. Memorial will attract international students to the province, which will greatly enhance the diversity of the institution. At the same time the university will work with government to create the conditions that will encourage more of these students to stay here after they graduate. Memorial will:

- Seek to increase the size and diversity of the provincial population through enhanced international recruitment at the graduate and undergraduate levels.
- Put in place the necessary facilities and support services to support international students.
- Continue to work with the provincial government on their immigration strategy.

- Help make people more aware of the broader world community and teach them how to meet demands and exploit challenges arising from it.

GOAL 18: Provincial Linkages and Partnerships

Newfoundland and Labrador is a huge province in geographic terms but has a relatively small population and limited resources. The university will need to forge stronger linkages with its traditional partners, seek out new opportunities for collaboration, and work to bring people together in innovative ways if resources are to be used to maximum benefit. Memorial will:

- Create additional partnerships with the College of the North Atlantic by expanding the number and variety of university level courses at college campuses, developing further articulation (transfer credit) agreements between the university and the college and creating research partnerships in areas of mutual interest and expertise.
- Build stronger connections between the university and regional development boards, provincial government, federal government, private business, community organizations, and research foundations.
- Build stronger connections to the K-12 system in educational research, curriculum and career development.
- Search for innovative practices of universities partnering with communities for education and economic development in other provinces and countries, particularly from the North Atlantic Rim.

GOAL 19: Lifelong Learning within the Province and Beyond

People in this province want more opportunities to engage in lifelong learning, both credit and non-credit. Memorial will work to meet this need by reviewing and expanding its program offerings and collaborating with its provincial partners to deliver them.

- Create and foster an environment of collaboration between all units at Memorial who are involved in lifelong learning.
- Leverage the university's distance delivery strengths to reach a geographically dispersed population with lifelong learning needs.
- Invest in technologies to expand and improve lifelong learning offerings.
- Implement quality assessment initiatives to measure the level of satisfaction with the experience, learning outcomes, transferable skills, ability to apply learning in the workplace, availability of courses, etc.

CONDITIONS FOR SUCCESS

For Memorial to be successful in achieving the goals set out in this plan, an institutional commitment must be made to strengthen the conditions necessary for success. Many of the goals that have been outlined simply cannot occur without a renewed

commitment to the university community and the community at large, to new and vibrant infrastructure, and to new and enhanced funding sources. Administrative policies and procedures should facilitate progress towards the university's goals and objectives. In an increasingly interdependent world, additional efforts must be made to publicize Memorial and its strengths, both within the province and to the rest of the world.

GOAL 20: Importance of People

A university is only as strong as the commitment of its people to the generation, dissemination and application of knowledge and their commitment to the service of the communities to which they are responsible. The work of scholars cannot proceed for long without the important and dedicated efforts of staff and administrators. Together as a team it is people who make Memorial possible. Maintaining the dedication of people to the idea of Memorial is essential so that it can continue to thrive. Therefore, the university community must be a working environment that attracts and retains the best, a community in which all of its members feel their work is important and their contributions are valued. To this end, Memorial will:

- Maintain and advance a strong, institutional culture that values the contributions of all within the organization. This culture is based on clear values that are accepted and put into practice by all: the principles of respect, recognition, support, equity and fairness, effective leadership, work-life balance and concern for careers.
- Ensure best employment practices for all existing and potential faculty, staff and student employees.
- Build a human resources plan by looking at projected demand and supply over the next 5-10 years and developing programs to fill anticipated gaps.
- Develop a career management program for all employees and find ways to allow people to move within the institution more freely to broaden their skills.
- Expand the use of bridging appointments, time-sharing arrangements, half-time/part-time employment so as to allow expertise, wisdom and experience of long-time employees to be passed on to new employees.
- Develop a comprehensive mentoring/coaching program among senior personnel and retirees.
- Develop a succession plan for staff, management and faculty positions.
- Develop opportunities for mentoring/training/advancement for contractual employees to progress to permanent staff/faculty positions, where appropriate.
- Enhance professional development opportunities for staff at all campuses.
- Meet its employee equity commitments.

GOAL 21: Infrastructure

Many of the buildings on Memorial's three major campuses are more than 30 years old and in need of revitalization. In recent years, government has made very significant

commitments that have allowed the university to address issues of deferred maintenance. However, there is still much to be done in this regard.

Memorial needs to make more effective use of the space it currently has at its disposal. New infrastructure is also needed to ensure that the university is able to meet its objectives. A new campus master plan that is in the final stages of development clearly articulates these needs. Memorial will:

- Seek sufficient resources to maintain current infrastructure at an acceptable level.
- Seek funding for infrastructure development for academic and non-academic space.
- Integrate the need for student common areas into space-allocation initiatives and future campus planning strategies.
- Support the growth in research and graduate student enrollment through the development and improvement of research infrastructure.
- Increase graduate and undergraduate student housing spaces and upgrade existing housing facilities to modern standards.
- Continue to support the development and maintenance of an accurate and effective space plan for the university that facilitates equitable allocation that is in keeping with strategic objectives.
- Create an effective teaching and learning environment that is accessible and fully utilizes the range and type of learning spaces available for classroom instruction.

GOAL 22: Information Resources

Memorial is justifiably proud of its library system, viewed as one of its great institutional strengths. The services provided by the library must meet the changing needs of the university's students, faculty and staff, and the communities of this province. Memorial will:

- Continue to provide opportunities for students to become skilled discoverers and evaluators of information through non-credit and/or credit courses, workshops, online tutorials, and other means consistent with the changing communications environment.
- Develop and promote the capacity of the library system to extend its collections and services to meet the needs of the public sector and the general public.
- Build stronger connections between Memorial, the College of the North Atlantic, the Public Library system and the K-12 system to make sure that adequate information resources are available on a province-wide basis.
- Secure the necessary resources to support digitization of holdings and the integration of archives where feasible.
- Develop priorities, services and facilities for digitizing, preservation and conservation services as well as storage facilities.

- Review the space needs assessments of the library system to identify the precise size, nature, and cost of additional infrastructure to satisfy the library system's future needs in order that it offers modern and attractive facilities to students and researchers at all levels.
- Ensure that the acquisition budget of the library is sufficient to maintain and enhance the collection.

GOAL 23: Active Participation in the International Community

Memorial is strongly committed to meeting the needs of the province, but it must also create more linkages that go beyond provincial, regional and national borders. The goal of such linkages would be to develop exciting opportunities for students, faculty and staff that enhance mobility and improve global awareness and cultural sensitivity. Over time, these linkages will be of great benefit to this province as the university graduates students who are better prepared to survive and prosper in an increasingly integrated world. Memorial will:

- Develop a consistent and focused vision to guide all international activities and an efficient system for their coordination.
- Create an institutional culture that is supportive of international activities.
- Provide more opportunities for students from developing countries to study at Memorial.
- Increase the number of international students that choose to study at Memorial.
- Add international components to the curriculum and programs as appropriate.
- Increase the number of exchange and work-abroad opportunities.
- Provide financial aid so international opportunities are available to many more students.
- Ensure international exchange opportunities are of high academic value and provide an opportunity for integration of the students into the culture.
- Ensure international students receive an appropriate level of student services.
- Provide more opportunities to integrate international students into the life of the campus and the broader community.
- Ensure international activities are appropriately funded and that the structures in place to support them are effective.
- Increase the number of students involved in international development projects at home and abroad.
- Better utilize the Harlow campus to allow students to gain valuable international experience.

GOAL 24: Administrative Practices

Administering an institution as complex as Memorial is both an exciting and challenging endeavor. There are many cultures within a university and differing views as to what administrative practices should be in place. Innovative institutions such as universities need to be able to move more quickly than ever before to exploit opportunities.

However, the need for agility must be carefully balanced against the need for equity across the system. This balance must be achieved and better practices need to be employed. Memorial will:

- Review administrative policies and procedures to ensure that they support the institution in the pursuit of its strategic plan while protecting its integrity.

GOAL 25: Advancement

How the university is perceived and supported by its major stakeholders is critical to its continued success. Over the years, Memorial has evolved into a comprehensive university with strong graduate programs and a significant research presence. However, there is evidence that many people do not know as much about today's Memorial as would be desirable. It is especially important that Memorial build stronger linkages to its more than 60,000 alumni who are scattered across the globe. Likewise, the level of engagement that Memorial has with its donors and other supporters could be increased with mutually beneficial results. Memorial will:

- Develop ways and means of promoting the university and make people more aware of who we are and what we do.
- Strengthen relations with the business community, arts and cultural communities and the general public.
- Develop a plan to increase the awareness, engagement and involvement of key stakeholders.
- Create more formal linkages between recruitment, academic units, and Alumni Affairs and Development.
- Create a long-term plan for alumni development with the following goals in mind:
 - Keep alumni contact information as current as possible.
 - Build on linkages between alumni and their academic units.
 - Increase the number and variety of alumni events.
 - Encourage alumni to be active at Memorial.
 - Begin to focus on new or undeveloped services to alumni.
- Implement a fund-raising campaign for the university with a total value of \$200 million.

GOAL 26: Funding

Approximately 75% of Memorial's funding currently comes from public sources. Increased funding from both traditional and non-traditional revenue sources will be critical for future success. In particular, Memorial needs to increase the value of its endowment. It is also important to constantly examine expenditure patterns and resource allocation models so that scarce resources are used efficiently and effectively. Memorial will:

- Continue to work with all levels of government to support the university.

- Identify and develop new and non-traditional sources of revenue.
- Increase the size of the university's endowment to support growth in undergraduate and graduate scholarships and bursaries as well as other strategic initiatives.
- Develop a resource allocation model that is multi-year and rewards progress toward strategic goals.
- Increase the transparency of the resource allocation system.
- Investigate the suitability of developing private sector partnerships.

INSTITUTIONAL RESPONSIBILITY

Memorial will honour its obligation to be open and transparent with its constituents, accountable to its funders, and responsible for its actions. The university must operate in a manner that allows open communication about its activities, progress towards stated goals and objectives, and use of resources.

GOAL 27: Planning, Resource Allocation and Performance Monitoring

A more coordinated approach to resource allocation is needed that more explicitly links resources to the strategic direction of the institution. Performance monitoring is also important to make sure progress is being made towards stated goals. Memorial will:

- Implement an integrated planning model with a view to linking departmental resource allocations to strategic goals.
- Develop key indicators, benchmark measures, ambitious but realistic targets and accountability procedures to gauge performance.
- Review, enhance and monitor our policies and procedures for equity, diversity and inclusiveness in policies and practices.
- Communicate strategies for performance monitoring to the general public and Memorial stakeholders.

GOAL 28: Working and Learning Environment

Memorial values highly an environment that is safe and promotes a healthy lifestyle for both its students and employees. Memorial will:

- Further develop an exemplary "health and safety culture", with special emphasis on the prevention of injuries and illnesses.
- Enhance efforts to promote healthy living and good work/life balance.
- Develop indicators, benchmark measures, targets and accountability procedures for Memorial's performance on workplace health and safety.

GOAL 29: Sustainability

It is important that the university ensure that its practices, policies and procedures are friendly to our environment. Memorial will:

- Establish an environmental policy review and revision process.
- Develop and promote a university-wide environmental education campaign and support initiatives arising from it.
- Adopt a code of conduct on environmental issues.
- Develop and implement an energy conservation program.

IMPLEMENTATION

Development of this strategic plan is an important milestone but it is in many ways a starting point as well. Implementation of the plan will commence immediately following its final approval and there is much that needs to be done in the coming months. Responsibility for the overall goals of the plan will be assigned to the appropriate group(s) and those people will be asked to undertake detailed assessment and develop strategies and operational plans to achieve them. This will include more detailed resource assessments. Work will continue on the development of the qualitative indicators that have been noted in the targets document. The new plan will also serve as the basis for the three-year plan that the provincial government has mandated in the Transparency and Accountability Act.

The plan is intended to serve as an umbrella document that all units will be expected to take into consideration as they develop their own strategic directions. The budget system will also need to be refined to bring it into closer alignment with the planning process.

Overall responsibility for the implementation of the plan rests with the Board of Regents and Senate, with the day-to-day responsibility resting with the Senior Executive of the university.

Strategic Plan: Targets

Introduction

Memorial's strategic plan outlines a series of 29 major goals that will be pursued over the next five years. The plan is intended to provide direction in a manner that allows those who are responsible for achieving the goals to determine appropriate strategies and how they will be implemented. At the same time, Memorial must also be accountable to the public it serves and meet its obligations under the *Transparency and Accountability Act*. This document is a companion to the strategic plan that sets out a series of relatively high level targets and the measures needed to assess them. Units will develop their own measures to indicate progress towards the goals that they establish.

The strategic plan is ambitious and the target document reflects this ambitiousness. However, the targets have been carefully considered and it is felt they are feasible. Undoubtedly, some of the targets described are long-range and may require more than one five-year planning cycle to achieve. Progress towards some targets may be non-linear because there are conditions that need to be met before measurable progress occurs.

Assessment of outcomes will occur annually in the form of a series of benchmarks that will serve as a report card on progress to date. The benchmarks selected represent a primary measure of progress. Secondary indicators will be developed that will illuminate the drivers of this high-level progress. A document of this type cannot be static: it must be periodically reviewed and revised to ensure it reflects the current aspirations of the institution and the environment in which it operates.

Not all strategic targets lend themselves to simple quantitative measures of progress. In several key areas, research being the primary example, it is more appropriate to speak to qualitative assessments of progress. A summary table of the progress indicators is provided as Appendix B to this document.

The university has adopted a strategy of growth to help achieve its strategic goals. It is important to remember that the growth being sought is not only about quantity: it is also about maintaining and enhancing quality. In addition, although growth is the primary assumption of the strategic plan, it is understood that it must also address existing concerns. Successfully achieving all strategic goals is also highly contingent on the ability to attract the resources necessary to sustain it.

The document has five major sections, one for each of the major focal areas in the strategic plan, not in any order of priority or importance. Within each section there are three subsections: strategic outcomes, strategic targets, and annual progress measures. The outcomes section distills what Memorial hopes to accomplish in the next few years into a number of key points. The other sections describe the targets and

indicators that will be used to measure them. Other indicators may be needed for unit-level strategies/initiatives but this is beyond the scope of this report.

1. STUDENTS

A. Strategic Outcomes

1. Improve student success
2. Increase enrollment
3. Increase the diversity of the student body
4. Develop and revitalize programs

B. Strategic Targets

1. Improve overall student experience
2. Examine and increase graduation rates
3. Examine and reduce time to graduation
4. Increase financial support available to students
5. Increase overall enrollment from 17,500 to 20,500
6. Increase graduate student enrollment from 13% to 20% of total student population, or a total of 3,900
7. Increase the proportion of international and out-of-province students from 16.5% to 35%, or a total of 7,000
8. Increase the number of aboriginal students eligible for university
9. Examine and increase the number of adult learners, aboriginal students and students with disabilities at Memorial
10. Examine feasibility of new programs in key strategic areas
11. Review and update current programs

C. Annual Progress Indicators

Key indicators of progress (both qualitative and quantitative) as related to students will measure the following key components:

Student Success

1. Overall student experience
2. Retention
3. Time to completion
4. Graduation rates
5. Employment and entry into advance programs

Teaching and Learning Environment

1. Quality of teaching
2. Quality of teaching and learning environment
3. Experiential learning opportunities

Program Innovation and Development

1. Number of new programs examined

2. Number of current programs reviewed and updated

Enrollment

1. Size of student body
2. Composition of student body

Student Support

1. Strength of scholarship program
2. Levels of undergraduate student financial support
3. Levels of graduate student financial support

2. RESEARCH, CREATIVE ACTIVITY AND SCHOLARSHIP

A. Strategic Outcomes

1. Enhance research quality
2. Increase research output
3. Measure and strengthen research impact
4. Increase external research funding

B. Strategic Targets

1. Increase institutional success rates for the national granting councils
2. Define a set of qualitative research indicators
3. Increase the number of externally funded chairs
4. Increase the research activity level of faculty
5. Develop a measurement process for research impact
6. Strengthen impact of research
7. Increase external research funding from its current level of \$91.2m to \$100m
8. Increase the percentage of faculty holding external funding
9. Increase the number of faculty applying for external funding

C. Annual Progress Indicators

Research Quality

1. Research impact on disciplines and practices
2. Reputation
3. Faculty awards

Research Output

1. Publications, productions, performances, etc.
2. Level of faculty research activity

External Research Funding

1. Research income (grants, contracts, etc.)
2. Application rates to funding agencies
3. Success rates for funding agencies

3. NEEDS OF THE PROVINCE

A. Strategic Outcomes

1. Facilitate the transfer of knowledge and technology to the province
2. Support the identification and resolution of provincial challenges (economic, social, technological, political and environmental)
3. Foster regional and rural development
4. Enhanced provincial presence (partnership with the College of the North Atlantic)

B. Strategic Targets

1. Assist with the understanding and development of the province's heritage and culture
2. Support the province in creating a sustainable, knowledge-intensive, internationally competitive economy
3. Increase the amount of research conducted on and in Labrador and rural Newfoundland
4. Identify and respond to primary provincial challenges
5. Increase the involvement of faculty in provincial issues
6. Work with aboriginal groups to address accessibility barriers for aboriginal students
7. Maximize socio-economic impact of the university on the province's heritage and culture
8. Maximize socio-economic impact of the university on Labrador and rural Newfoundland
9. Increase the percentage of high school graduates from Newfoundland and Labrador attending Memorial
10. Increase the number of programs offered through some combination of web-based delivery distance or on-site teaching
11. Explore/develop transfer and/or articulation agreements
12. Increase provincial linkages

C. Annual Progress Indicators

Regional and Rural Development

1. Socio-economic impact
2. Provincial employment of graduates
3. Alumni in the province

Knowledge Transfer

1. Research spin-offs (patents, inventions, spin-off companies)
2. Community involvement/outreach

Identifying and Responding to Primary Provincial Challenges

1. Research activity relating to provincial issues
2. Engagement in and impact on provincial issues

Provincial Presence

1. Distance Education programs/accessibility
2. Linkage with College Transfer program
3. Non-credit and diploma programs

4. CONDITIONS FOR SUCCESS

A. Strategic Outcomes

1. Make human, physical and financial resources available to achieve strategic objectives
2. Continually revitalize campus infrastructure (housing, space, technology and communications)
3. Foster a vibrant and supportive working environment
4. Become more active internationally

B. Strategic Targets

1. Implement a fund-raising campaign with a goal of \$200M
2. Implement an integrated planning framework
3. Ensure effective and timely dialogue with government
4. Enhance Memorial's image and recognition
5. Develop new science and health buildings, develop residence space at St. John's and Corner Brook, expand the libraries and other projects in the university infrastructure plan
6. Develop space to support student social activities
7. Continue to build Memorial's reputation as an "exemplary employer" in Newfoundland and nationally
8. Ensure opportunities for advancement and career development are provided
9. Invest in faculty/staff renewal and adjust complement to meet needs
10. Become recognized as leader in international engagement
11. Prepare faculty, staff and student to succeed in the international arena

C. Annual Progress Indicators

Resources

1. Capital campaign success
2. Endowment measures
3. University funding

Infrastructure

1. Space availability and utilization
2. Quality and capacity of residences
3. Quality and capacity of library system

Working Environment

1. Employee satisfaction
2. Faculty and staff renewal

3. Faculty and staff increases where appropriate

Internationalization

1. Size and scope of international mobility opportunities (e.g. exchanges, work abroad, and research)
2. Size and scope of international development activities
3. Diversity of university community
4. International reputation

5. INSTITUTIONAL RESPONSIBILITY

A. Strategic Outcomes

1. Increase the transparency of planning, budgeting and performance processes
2. Enhance the workplace and learning environment
3. Meet our social and environmental responsibilities

B. Strategic Targets

1. Become a leader in transparency among Canadian post-secondary institutions
2. Develop comprehensive set of progress reports for all stakeholders
3. Evaluate effectiveness of communication media and publications
4. Improve environment so that incidences of workplace injuries, on-campus harassment, assault, etc., are reduced
5. Work to ensure facilities meet the needs of persons with disabilities
6. Achieve a high level of employee satisfaction
7. Become a provincial exemplar in waste management, pollution control, and institutional beautification

C. Annual Progress Indicators

Transparency

1. Number and quality of publicly available reports
2. Number and name of Academic Program Reviews undertaken

Welcoming and Safe Environment

1. Employee satisfaction
2. Adequacy of facilities in meeting needs of persons with disabilities
3. Number and effectiveness of health and wellness-related initiatives

Social and Environmental Responsibilities

1. Representation of various employment equity groups in workforce
2. Environmental impact (energy usage, recycling, etc.)
3. Beautification initiatives

Appendix A

Appendix A: List of Academic Units by Campus

St. John's Campus:

Faculty of Arts

- Anthropology
- Classics
- Economics
- English
- Folklore
- French and Spanish
- Geography
- German and Russian
- Linguistics
- History
- Philosophy
- Political Science
- Sociology
- Religious Studies

Faculty of Business

Faculty of Education

Faculty of Engineering and Applied Science

School of Human Kinetics and Recreation

Faculty of Medicine

School of Nursing

School of Pharmacy

Faculty of Science

- Biochemistry
- Biology
- Chemistry
- Computer Science
- Earth Science
- Mathematics and Statistics
- Physics and Physical Oceanography
- Psychology

School of Social Work

Sir Wilfred Grenfell College

Division of Arts

Division of Fine Arts

Division of Science

Division of Social Sciences

Marine Institute

School of Fisheries

School of Maritime Studies

Appendix B

Appendix B – Table of Outcomes, Targets and Indicators

Strategic Outcomes	Strategic Targets	Potential Annual Progress Indicators
1. STUDENTS		
Improve student success	Improve overall student experience	Employment rate of recent graduates (Career Search) Alumni satisfaction surveys Number of teaching awards Programs with experiential learning component Enrollments/placements in experiential learning programs Expenditures on classroom infrastructure development Student satisfaction, engagement and experience measures (surveys)
	Examine and Increase graduation rates	Graduation rates Percentage of high school students with > 90% average attending Memorial
	Examine and reduce time to graduation	Retention Rates: <ul style="list-style-type: none"> - Third to fourth year retention - Second to third year retention - First to second year retention Time to completion rates for undergraduate students
	Increase financial support available to students	Number of renewable entrance scholarships Average size of scholarships Number and size of graduate fellowships Percentage of new students receiving scholarships Average student debt loads Number of bursaries Percentage of students receiving financial assistance Employment of students in University Employment Programs
Enrollment growth	Increase overall enrollment from 17,500 to 20,500	Enrollment numbers Applicants per registered student (provincial, out-of-province and international students) Application rates by school district and region

Strategic Outcomes	Strategic Targets	Potential Annual Progress Indicators
	Increase graduate student enrollment from 13% to 20% of total student population, or a total of 3,900	Graduate enrollments and percentage enrollments Number and size of graduate fellowships
	Increase the proportion of international and out-of-province students from 16.5% to 35%, or a total of 7,000	Student numbers Applicants per registered student (provincial, out-of-province and international students)
Increase the diversity of the student body	Increase the number of aboriginal students eligible for university	Number of eligible Aboriginal students
	Examine and increase number of adult learners, aboriginal students and students with disabilities at Memorial	Number of non-traditional applicants and registrants Aboriginal students Adult learners Students with disabilities
Develop and revitalize programs	Examine feasibility of new programs in key strategic areas	Number of potential new programs examined Number of Interdisciplinary programs
	Review and update current programs	Academic program reviews conducted
<u>2. RESEARCH, CREATIVE ACTIVITY AND SCHOLARSHIP</u>		
Enhance research quality	Increase institutional success rates for the national granting councils	Institutional success rates for the national granting councils

Strategic Outcomes	Strategic Targets	Potential Annual Progress Indicators
	Define a set of qualitative research indicators	Qualitative research indicators developed
	Increase number of externally funded chairs	Number of funded Chairs
Increase research output	Increase the research activity level of faculty	Measures of creative and scholarly output (e.g., theatrical productions, musical compositions, works of arts) Number of citations in peer reviewed journals Number of publications per fte faculty member, by major discipline Percentage of faculty holding scholarly awards Qualitative indicators to be developed
Measure and strengthen research impact	Develop a measurement process for research impact	Milestones/status of program
	Strengthen impact of research	Qualitative indicators to be developed
Increase external research funding	Increase external research funding from its current level of \$91.2m to \$100m	Total external research funding Research income per fte faculty, by major discipline Grants Contracts National comparisons: ratio of research revenue to operating revenue Application success rates from funding agencies Dollar value per award awards
	Increase the percentage of faculty holding external funding	Percentage of faculty holding external funding
	Increase the number of faculty applying for external funding	Number of faculty applying for external funding

Strategic Outcomes	Strategic Targets	Potential Annual Progress Indicators
<u>3. NEEDS OF THE PROVINCE</u>		
Facilitate the transfer of knowledge to the province	Assist with the understanding and development of the province's heritage and culture	Qualitative indicators to be developed
	Support the province in creating a sustainable, knowledge-intensive, internationally competitive economy	Qualitative indicators to be developed
	Increase the amount of research conducted on and in Labrador and rural Newfoundland	Qualitative indicators of community involvement (e.g. Medicine and Nursing in rural communities) Percentage of research funding for projects in rural Newfoundland to increase
Support the identification and resolution of provincial challenges (cultural, economic, social, technological, political and environmental)	Identify and respond to primary provincial challenges	Impact of university involvement in study and discourse related to provincial challenges Percentage of faculty time spent on service to community Number of faculty conducting research related to provincial issues Percentage of research funding for projects in rural Newfoundland
	Increase the involvement of faculty in provincial issues	Impact of faculty involvement in study and discourse related to provincial issues Number of faculty involved in forums, discussions and debates
	Work with aboriginal groups to address accessibility barriers for aboriginal students	Qualitative indicators to be developed

Strategic Outcomes	Strategic Targets	Potential Annual Progress Indicators
Foster regional and rural development	Maximize socio-economic impact of the university on the province's heritage and culture	Qualitative indicators of social impact Total economic impact Number of faculty conducting research on and in Labrador and rural Newfoundland Percentage of research funding for projects in rural Newfoundland Number of graduates employed in their field in the province Percentage of alumni in the province Gross licensing revenue Number of patents Number of spin-off companies Disclosures of inventions
	Maximize socio-economic impact of the university on Labrador and rural Newfoundland	Number of faculty conducting research on and in Labrador and rural Newfoundland Percentage of research funding for projects in rural Newfoundland Percentage of graduates from Labrador high schools attending Memorial
Enhanced provincial presence (partnership with the College of the North Atlantic)	Increase the percentage of high school graduates from Newfoundland and Labrador attending Memorial	Impact of university participation by high school graduates from rural Newfoundland and Labrador Rural Newfoundland and Labrador students as a percentage of total student population
	Increase the number of programs offered through some combination of web-based delivery distance or on-site teaching	Number of full degree programs offered by distance Number of off-campus distance registrations and students Number of courses offered by distance or off-campus options Enrollment of non-credit and diploma program students
	Explore and develop transfer and/or articulation agreements.	Number of College Transfer students Number of transfer articulation agreements
	Increase provincial linkages	To be developed

Strategic Outcomes	Strategic Targets	Potential Annual Progress Indicators
<u>4. CONDITIONS FOR SUCCESS</u>		
Make human, physical and financial resources available to achieve strategic objectives	Implement a fund-raising campaign with a goal of \$200m	Number and average size of alumni/faculty/staff contribution Capital campaign contributions Endowment per fte student
	Implement an integrated planning framework	Total expenditures by unit Expenditures on strategic initiatives Revenues by source
	Ensure effective and timely dialogue with government	
	Enhance Memorial's image and recognition	Public opinion survey
Continually revitalize campus infrastructure (housing, space, technology and communications)	Develop new science and health buildings, develop residence space at St. John's and Corner Brook, expand the libraries and other projects in the university infrastructure plan	Space allocation by activity (research, teaching, office, residence, etc.) Residence spaces per fte student Library square footage
	Develop space to support student social activities	Amount of space available for student social activities
Foster a vibrant and supportive working environment	Continue to build Memorial's reputation as an exemplary employer in Newfoundland and nationally	Employee satisfaction measures (surveys) Competitive salaries Average salary, by job category (e.g. faculty, management, clerical) Average benefits Employee satisfaction

Strategic Outcomes	Strategic Targets	Potential Annual Progress Indicators
	Ensure opportunities for advancement and career development are provided.	Qualitative measures to be developed
	Invest in faculty/staff renewal and adjust complement to meet needs and support enrollment growth	Average age of faculty Additional faculty Recruitment and retention of faculty and staff
Become more active internationally	Become recognized as leader in international engagement	Number of exchange agreements Level of student and faculty exchange activities Number of international development contracts International fte students as percentage of total fte population Number of faculty and staff with current international experience Number of faculty and staff participating in national and international bodies
	Prepare faculty, staff and student to succeed in the international arena	Number of professional development opportunities
<u>5. INSTITUTIONAL RESPONSIBILITY</u>		
Increase the transparency of planning, budgeting and performance processes	Become a leader in transparency among Canadian post-secondary institutions	To be developed
	Develop a comprehensive set of progress reports for all stakeholders	Number of publicly available reports Operating expenditures per fte student – national comparison Grant as a percentage of total operating budget Total cost of education for an undergraduate student National tuition fee comparison Number and name of academic program reviews undertaken

Strategic Outcomes	Strategic Targets	Potential Annual Progress Indicators
	Evaluate effectiveness of communication media and publications	Focus group studies of key stakeholders: clarity, timeliness, accuracy, etc.
Enhance the workplace and learning environment	Improve environment so that incidences of workplace injuries, on-campus harassment, assault, etc., are reduced	Number and impact of health and wellness-related initiatives Average days of sick leave Incidences of workplace injuries and “near misses” Campus incidence rates
	Work to ensure facilities meet the needs of persons with disabilities	Qualitative indicators to be developed
	Achieve a high level of employee satisfaction	Improvements in the outcomes of employment satisfaction surveys (qualitative measures) Diversity measure: representation from employment equity groups as percentage of total faculty and staff
Meet our social and environmental responsibilities	Become a provincial exemplar in waste management, pollution control, and institutional beautification	Energy usage Tonnes of recycling Impact and number of campus beautification initiatives Impact of campus beautification initiatives Resources expended on campus beautification initiatives