TO THE
WORLD
A new vision for the future of the
Fisheries and Marine Institute of Memorial University
in Newfoundland and Labrador
MARINE INSTITUTE
MEMORIAL
UNIVERSITY

Looking to Our Future

The Fisheries and Marine Institute of Memorial University (Marine Institute) is an organization that looks to the future. We are focused on creating the plans, setting the goals and achieving the objectives that we will need to get there. The result is a one-of-a-kind educational institution that offers an unparalleled breadth of research, training, and academic expertise across the oceans sectors.

With the end of our Vision 2020 plan in sight, in 2018-19 we took active steps to prepare the Marine Institute for the future. By engaging external consultants and through extensive consultations with our internal and external stakeholders, we have developed a new vision to tackle the challenges and seize the opportunities before us over the next twenty years. This vision will shape our goals, guide our decisions, and solidify our reputation for oceans-related excellence.

We invite you to share in this vision and join us as we usher in a new era for the Marine Institute.

Going Global

The oceans are an integral part of Newfoundland and Labrador's cultural and economic heritage, and a critical part of its future. The province's most important asset to capitalize on that future is the Marine Institute.

Our mission is to:

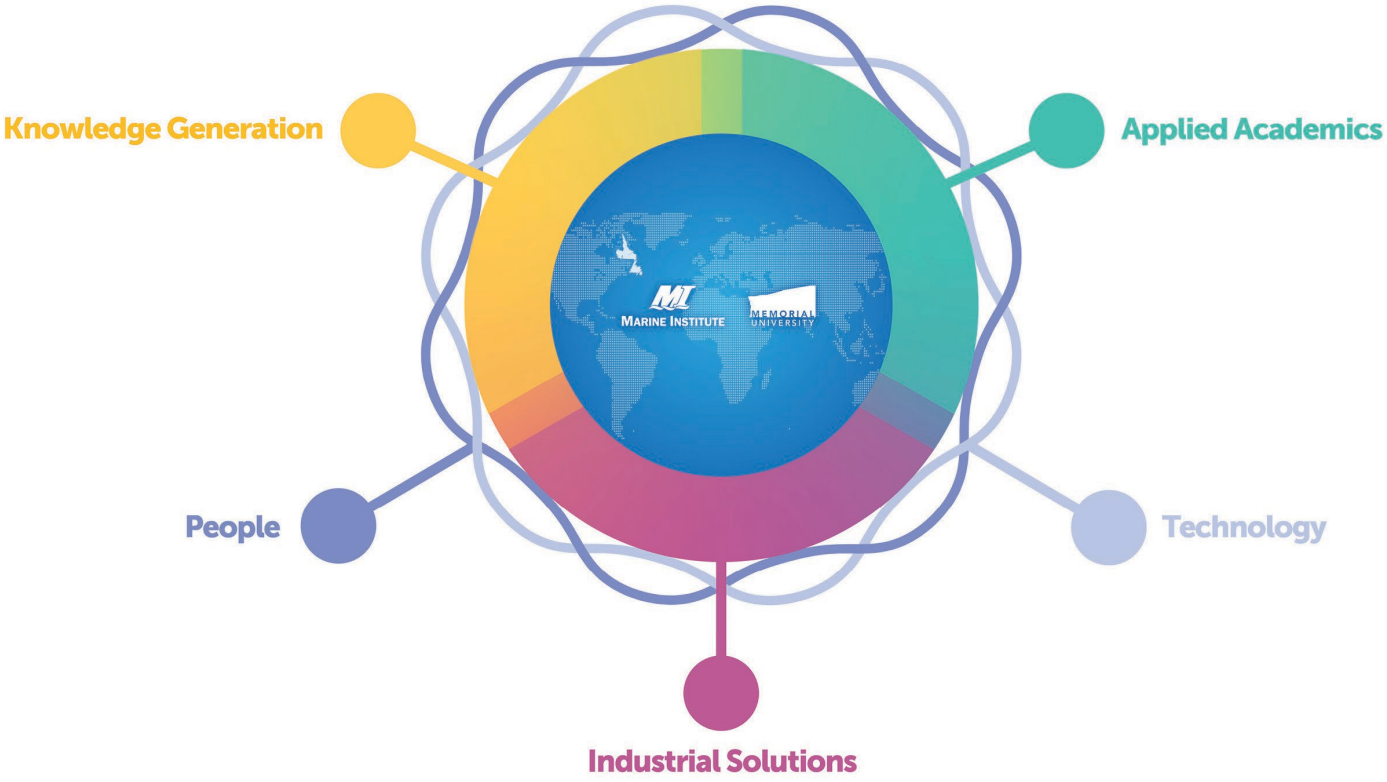
Foster economic development in strategic sectors of the Newfoundland and Labrador economy, particularly the fisheries and offshore, and to enable Newfoundlanders and Labradorians to participate in the marine industry nationally and internationally.

Vision 2020, our previous vision, positioned the Marine Institute to be a world oceans institute. We are Canada's foremost fisheries and marine institute, and the leading and most comprehensive marine institute in North America. Through our research, academic and industrial initiatives we will develop the next generation of leaders and champions of the oceans economy. Our training courses, certificate, diploma and degree programs, and research are rooted in Newfoundland and Labrador and the North Atlantic. But we provide our graduates and industrial and research partners with the know-how to solve problems and thrive everywhere in the world.

The global economy of the 21st century is a service economy. The province's success is contingent on the export of these services. The Marine Institute is Newfoundland and Labrador's best asset to realize its ambitions in the global oceans economy, and using our knowledge and expertise, our job is to help the province become a global player. We will be a leader in a global Newfoundland and Labrador that is strong, confident, and outward looking. Our success *is* Newfoundland and Labrador's success.

Our vision for the future of the Marine Institute is simple:

To guide Newfoundland and Labrador to the world
through global leadership in applied oceans education and research.



Strategic Framework

To support the next vision, which will take us to 2041, we have developed a strategic framework to guide the Marine Institute through the first five years to 2024. The strategic framework provides structure to the Marine Institute's immediate ambition to position ourselves as the catalyst for innovation at the heart of Atlantic Canada's oceans economy.

To realize this goal, the Marine Institute will establish a solid foundation in our people and technology, and enhance our core functions and services: applied academics, knowledge generation, and industrial solutions. The Marine Institute will embrace a holistic approach to implementing our plans, taking special consideration of our culture, ongoing internationalization efforts, and purposeful mission-based planning process.

Foundations

Our people and technology are the foundations of the Marine Institute's success. A number of goals have been identified as a part of the strategic framework to support the continued strength of these foundational elements:

PEOPLE

- **Leadership succession:** develop and implement a leadership succession and replacement process to ensure the Marine Institute's smooth transition to the next decade.
- **Mission-oriented staffing:** develop and execute a targeted human resources strategy, at the heart of which are the principles of mission-oriented staffing, to ensure that hiring for the future is based on our new vision, central mission, and culture.
- **Diversity:** develop strategies and undertake concerted efforts to modernize and diversify our workforce to ensure that the Marine Institute evolves to better reflect the needs of the industries it serves and the people it trains and educates.

TECHNOLOGY

- **Responsibility:** manage our technological and capital infrastructure through a centralized responsibility function, which will also oversee the development of a capital renewal plan and ensure adherence to the financial commitments in the plan.
- **Budgeting:** allocate a dedicated budget to acquire the technological and capital infrastructure that will enable the organization to respond to changes in the global oceans economy over the next 20 years. A dedicated budget envelope of 10% of total operating costs will be allocated exclusively for technology and capital infrastructure. The Marine Institute will provide 5% from our own revenues and will seek the other 5% from external sources.
- **Capital plan:** develop a technology and capital infrastructure plan to guide the expenditure of dedicated funds. The plan will include a detailed inventory identifying the life expectancy of major assets and the degree to which they are mission critical, as well as medium- and large-scale capital acquisition schedules.

Core Functions

The heart of the Marine Institute is reflected in the strategic framework through our core functions: knowledge generation, applied academics, and industrial solutions. Together, they speak to the Marine Institute's identity as an academic institution and are the building blocks of our contribution to Newfoundland and Labrador going global in the oceans economy.

These building blocks are, in effect, the essence of the Marine Institute: what we do, who we are, and what makes us special. They also reflect one of the Marine Institute's key unique features: our comprehensiveness. As a holistic educational institution, we combine academics, research, and industrial partnerships to better serve our mission.

KNOWLEDGE GENERATION

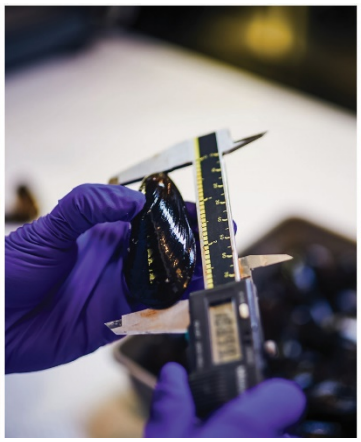
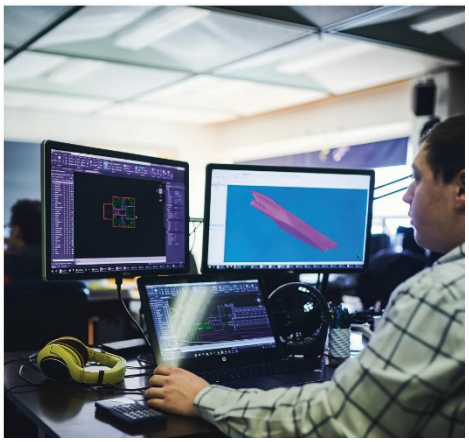
- **Graduate research:** continue our aggressive pursuit of graduate research capacity in our areas of core strength including the establishment of a PhD program in each School, and the recruitment of three additional Research Chairs (for a total of six).
- **Research inclusion:** embark on a well-considered culture shift to ensure the collective and inclusive contribution of applied research to the institution's knowledge generation.
- **Data management and climate change:** define our role in data and digitization and climate change in the global oceans economy. We will develop strategies that address the anticipated need for:
    - Data collection, management, and analysis competencies
    - Climate change adaptation, mitigation, and resilience research

APPLIED ACADEMICS

- **Curriculum review:** lead broad discussions about what it means to deliver an applied oceans education in the 21st century, which includes cross-cutting technical skills, intercultural and human competency (soft skill) development.
- **International delivery:** evaluate how the Institute can deliver its programs internationally, through online and blended learning objectives and innovation.
- **Academic Program Integration with Memorial:** undertake a concerted effort to align our credit hour system with that of the rest of Memorial University for seamless integration and laddering potential for students.

INDUSTRIAL SOLUTIONS

- **Convening agent:** build the frameworks necessary to gather business and academics working on the oceans economy at the Marine Institute. We will use these meetings to become a leader in knowledge dissemination to facilitate greater research and collaboration within Atlantic Canada's marine industries.
- **Foresight intelligence:** develop the capacity to track and predict emerging trends in the global oceans economy that will pave the way for enhanced entrepreneurship and competitiveness in the province and across the region.

MISSION-ORIENTED PLANNING

The strategic framework includes elements of Marine Institute's management and organization functions that are needed to effectively articulate the Marine Institute's story and solidify its expanding global footprint.

- **Internationalization:** develop an internationalization plan that addresses inconsistencies with the overall responsibility for internationalization within the organization's structure. We will also evaluate and/or redefine MI International's current mandate and role within the broader Marine Institute community, while establishing guidelines for the organization's international consultancy activities.
- **Finances:** develop a long-term financial plan that will continue to diversify our income streams. The plan will identify strategies to position the Marine Institute to attract further investment. The Marine Institute will also develop guidelines to support whole-of-organization business development opportunities.
- **Advancement:** develop a comprehensive strategic advancement plan to engage alumni as part of the broader Marine Institute community.
- **Enrolment:** develop a comprehensive strategic enrolment management plan that responds to the continued evolution and diversity of our student population including international students, graduate students, and lifelong learners.
- **Communications:** develop a comprehensive, sustainable, and measurable marketing and communications plan for local, national, and international audiences, as well as a specific research and development communications plan to support the Marine Institute's innovation initiatives and efforts.

To the World

Our people will drive this plan. At every level, they will lead the process of renewal and growth. It will be an exciting, complex, and challenging time, but the rewards achieved will make it worthwhile.

Thanks to dedicated faculty and staff, academically prepared students, loyal alumni, and committed partners within academia, industry, and government, our efforts in creating our vision and strategic plan have instilled a determination to make the Marine Institute the finest institution of its kind.

Thinking globally with us today will guide Newfoundland and Labrador to the world tomorrow.

OUR VISION IS:

TO GUIDE NEWFOUNDLAND AND LABRADOR TO THE WORLD THROUGH GLOBAL LEADERSHIP IN APPLIED OCEANS EDUCATION AND RESEARCH.

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