VISION 20/20
strategic plan 2015-2020
Real joy comes not from ease or riches or from praise, but from doing something worthwhile.

- SIR WILFRED GRENFELL -
Grenfell’s strategic plan, VISION 20/20, is realistic and achievable because its foundation is built on the clear and focused imaginings of an entire community. We asked our community to picture what their Grenfell Campus would look like in 2020. This document is a reflection of those visualizations.
You cannot depend on your eyes when your imagination is out of focus.

- MARK TWAIN -
Together, Our Vision is Magnified

This strategic plan has been a collective effort, bringing together Grenfell Campus faculty, staff and students in true collaboration.

Almost two years ago we started this process: Armed with flip charts and sticky notes, we came together in meeting rooms, voted with clicker technology and debated and discussed the merits of the many ideas we generated.

Finally, a number of working groups comprising faculty, staff and administration synthesized, prioritized and streamlined the ideas that best served our goals and objectives for the next five years.

I believe Vision 20/20 presents a solid plan for the future. It will see us focus and enhance our efforts in teaching and learning, engagement and research. It will also compel us to strive for a Grenfell experience that is all it can be.

I would like to take this opportunity to thank the facilitators who guided us throughout the discussions and, once we were well on our way, handed it over to us for the remaining development. I want to especially thank the many faculty, staff and students who contributed in such a meaningful way to the development of Vision 20/20. It is a plan that belongs to and reflects us all.

MARY BLUECHARDT, PhD
Vice-president (Grenfell Campus) Memorial University
VISION
Grenfell Campus is a student-centred and sustainability-driven campus of Memorial University that attracts and retains a diverse and growing community of enthusiastic students, staff and faculty who have made Grenfell their campus of choice for education or employment.

MISSION
To enrich the personal, economic and cultural lives of the Grenfell community through the highest quality education, the vigorous pursuit of new knowledge, and through greater engagement with the people of the western region, Newfoundland and Labrador, Canada and beyond.
OUR VALUES MAKE US WHO WE ARE

Your actions become your habits,
Your habits become your values,
Your values become your destiny.

- MAHATMA GHANDI -
Our values – our beliefs and ideals – impact everything. They influence how we act, how we think, how we perceive.

These are the values of Grenfell Campus, Memorial University of Newfoundland.
SETTING OUR SIGHTS

Our goals define our success. They will be the markers of having arrived at our vision. These are the measures we use:

- Better teaching supports.
- Greater student enrolment.
- A leaner machine. Robust research.
- An affinity for this place.

We’re setting our sights on these things and more...
FOSTER A COMPREHENSIVE TEACHING AND LEARNING ENVIRONMENT REFLECTIVE OF THE TEACHING AND LEARNING FRAMEWORK

GOALS
1.1 Enhance support for undergraduate and graduate student-centred learning.
1.2 Explore and assess reorganization of Learning Centre into Teaching and Learning Centre.
1.3 Enhance pedagogy using emerging best practices and techniques.
1.4 Enhance support for faculty and staff in the area of teaching and learning.

The dedication and passion of Grenfell’s teaching faculty and staff have positioned us well.

Grenfell is internationally recognized for its success in teaching and learning.

This is fundamental to our purpose.

We make a positive difference in our students’ lives.

Let’s ensure we are sustaining our teachers – and our learners – with best practices and supports.

Grenfell is internationally recognized for its success in teaching and learning.

This is fundamental to our purpose.

We make a positive difference in our students’ lives.

Let’s ensure we are sustaining our teachers – and our learners – with best practices and supports.

THEME 1
As provincial demographics shift, so too must our student population.

We will enhance the way we reach out to students around the globe.

We will provide them with improved programs and services.

When they arrive, they will want to stay.
SATISFACTION & FULFILLMENT

THEME 3
INCREASE STUDENT, STAFF AND FACULTY SATISFACTION WITH THEIR GRENFELL EXPERIENCE

GOALS
3.1 Continue to expand and develop those services that support the success of students, staff, faculty and alumni.

3.2 Continue to expand and develop physical environments that increase satisfaction.

3.3 Enhance opportunities for professional development for faculty and staff.

3.4 Expand health services and wellness programs for students, faculty and staff.

3.5 Establish sustainable childcare option for students, faculty and staff.

The happiness and wellness of our students, staff and faculty are paramount to everything we do.

When people work here, study here, live here, we want them to feel at home.

When people leave here, we want them to feel a sense of pride and accomplishment.
EFFICIENCY & ACCOUNTABILITY
ADVANCE OPERATIONAL EFFECTIVENESS

GOALS

4.1 Integrate Western Regional School of Nursing with Grenfell Campus, Memorial University.

4.2 Create an academic planning environment that is based on concrete data and campus capacity.

4.3 Improve operational efficiency and effectiveness of technology and the physical infrastructure at Grenfell.

4.4 Significantly advance Grenfell’s position as an environmentally sustainable campus.

4.5 Explore enhancement of academic structure for increased effectiveness and continued integration with the Memorial University multi-campus system.
Grenfell’s research profile is maturing.

We are making great strides in the exciting arena of research and scholarly activity.

Our collaborative spirit and energy show our capacity to be key players in the global research landscape.

SUPPORT ENHANCED CAMPUS-WIDE RESEARCH INTENSITY

GOALS

5.1 Increase research and scholarly activity.

5.2 Increase graduate programs.

5.3 Enhance research and scholarly activity communications support for student research.

5.4 Develop collaborations and research and scholarly activity engagement.

5.5 Establish targets to increase scholarly dissemination.
ENGAGEMENT
& INNOVATION

THEME
6
ENHANCE ENGAGEMENT

GOALS
6.1 Foster engagement through the implementation of the engagement framework.
6.2 Establish an Office of Engagement at Grenfell Campus.
6.3 Enhance the culture of engagement between Grenfell Campus and stakeholders.
6.4 Encourage entrepreneurship and innovation in Western Newfoundland.

Engagement is partnership and collaboration. It builds social capital to ensure Grenfell continues to be a fundamental engine for social, cultural and economic development.

At the heart of Grenfell is a desire to connect with those around us – to work together for knowledge mobilization and sustainability.
This plan – the culmination of consultation, discussion and reflection – is just the beginning. Now the real work begins.

As we pursue our goals, we need milestones to mark our way. We will use an implementation plan to measure our objectives.

With a focused plan, realistic objectives and solid determination, we will succeed.

Our vision is 20/20.