



Faculty and school structure review

INFORMATION SESSION

Wednesday, Sept. 16, 2026

Agenda



Welcome & context



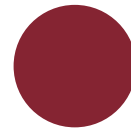
Guiding principles



Developing the illustrative models



Assessing the models



Illustrative models 1-4



Next steps



What today's session is

- An update on the Working Group's progress.
- Introduction to four illustrative models.
- Explanation of how they were developed.
- Context to help inform upcoming engagement sessions.

What it is not

- A recommendation for preferred models.
- An announcement of organizational changes.
- The final opportunity for input.

"Review the faculty and school structure at Memorial University with an aim to identify opportunities for consolidation and expense reduction, while preserving and enhancing academic and research excellence and delivering on Memorial's obligation to the people of Newfoundland and Labrador."

Board of Regents

May 4, 2026

Guiding Principles

- Advancing Memorial's purpose
- Prioritizing student success in all proposed changes
- Preserving research, collaboration, interdisciplinarity, and innovation
- Maintaining and strengthening academic quality
- Ensuring robust consultation that respects collegial governance
- Supporting financial sustainability and institutional viability
- Maintaining accountability, transparency, and clear timelines
- Making evidence-based recommendations that support phased implementation



Developing illustrative models

Community
engagement &
feedback

Research &
environmental
scan

Consideration
of higher ed
organizational
archetypes

Development
of four
illustrative
models



How should we assess the models?

Factors considered by the Working Group

- Span of control
- Academic leadership roles
- Academic governance
- Administrative functions
- Resource allocation and accountability
- Identity and relationships
- Testing key academic and administrative processes

Questions for the Memorial community

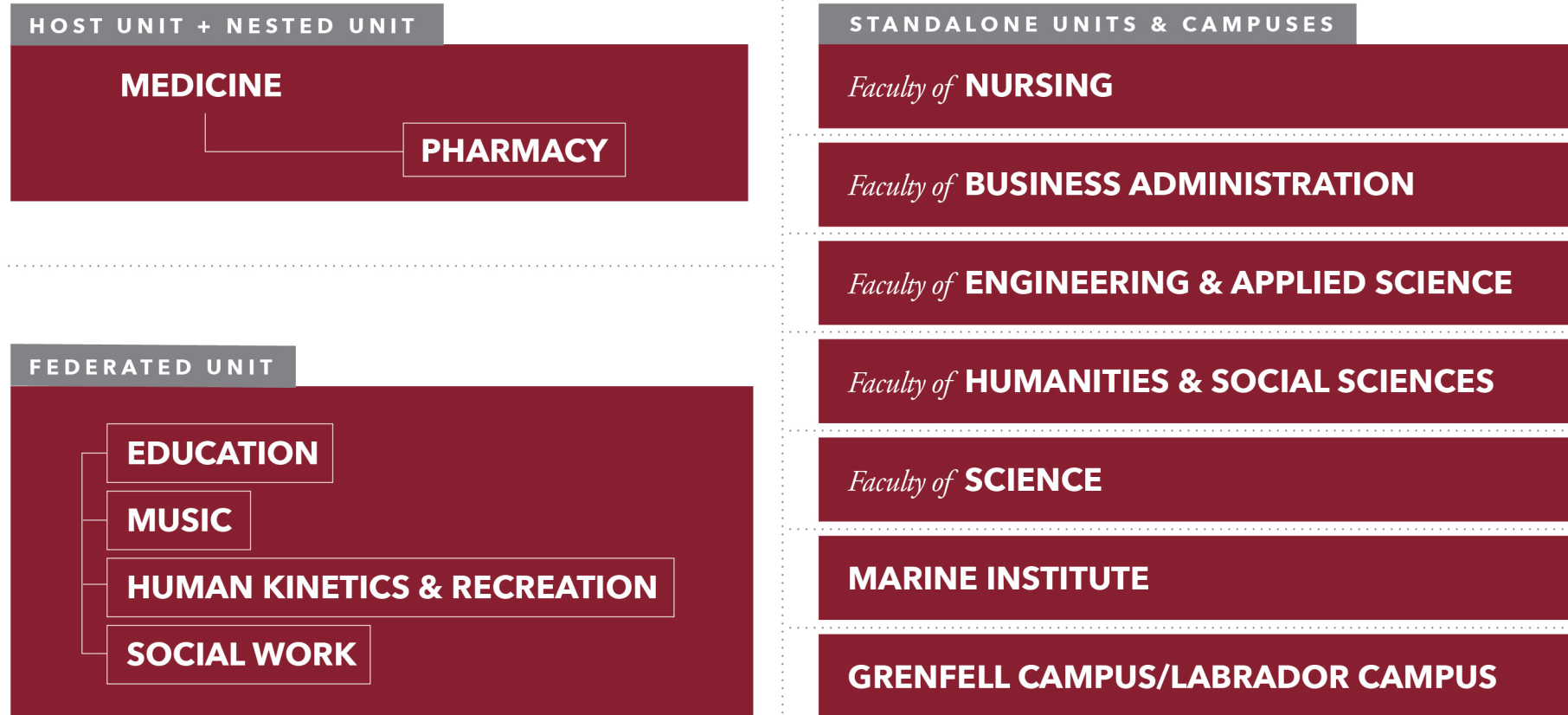
- What opportunities could this configuration create?
- What risks or unintended consequences should the Working Group consider?
- What conditions would need to be in place for this configuration to succeed?

Foundational considerations: setting the context for engagement

- The four models are illustrative and intended to support consultation. **They are not a formal recommendation.**
- Model names are working labels used for discussion purposes.
- All models contemplate a move away from departments and divisions.
- The review applies across campuses. Existing work at Grenfell/Labrador Campuses and the Marine Institute, and within units like HSS, must be incorporated.
- Important implementation considerations remain, including implication of the New Budget Model, accreditation requirements, and labour relations obligations.

ILLUSTRATIVE
MODEL **1**

BLENDED MODEL^{*}



^{*} Changes and related work are already underway in several units and, while not reflected here, will continue as the process moves forward.

ILLUSTRATIVE MODEL 1: Blended Model

Key Features

- Pharmacy integrated with Medicine.
- Nursing, Business, Engineering, HSS, Science , Marine Institute, Grenfell and Labrador Campuses remain standalone.
- Education, Music, Human Kinetics & Recreation (HKR), and Social Work are grouped. Leadership coordination through a rotating Dean or coordinating leader rather than a permanent super-Dean.

Opportunities

- Maintains strong professional identities and external relationships.
- Minimizes disruption to accredited professional programs.
- Encourages sharing of resources such as Promotion & Tenure committees and specialized administrative support.

Risks

- Ambiguity regarding governance and decision-making authority.
- Potential challenges when resolving disagreements across federated units.
- Additional complexity in leadership relationships.
- Questions regarding accountability and resource allocation.

INTEGRATED MODEL^{*}

NEW INTEGRATED UNIT

MEDICINE
NURSING
PHARMACY
SOCIAL WORK

NEW INTEGRATED UNIT

HUMANITIES & SOCIAL SCIENCES
MUSIC

NEW INTEGRATED UNIT

SCIENCE
HUMAN KINETICS & RECREATION

STANDALONE UNITS AND CAMPUSES^{**}

Faculty of **EDUCATION**

Faculty of **ENGINEERING & APPLIED SCIENCE**

Faculty of **BUSINESS ADMINISTRATION**

MARINE INSTITUTE

GRENFELL CAMPUS/LABRADOR CAMPUS

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^{**} This slide has been updated since the September 16 Town Hall.

ILLUSTRATIVE MODEL 2: Integrated Model

Key Features

- Schools become the primary academic unit.
- Creation of a College of Health Sciences incorporating Medicine, Nursing, Pharmacy, and Social Work.
- HKR aligned with Science; Music aligned with HSS.
- Grenfell, Labrador and Marine Institute standalone with restructuring planning that is ongoing.

Opportunities

- Greater consistency across the university.
- Significant reduction in administrative duplication.
- Improved resource sharing and coordination.
- Simplified reporting structures.
- Stronger support for interdisciplinary collaboration.

Risks

- Potential loss of local identity and autonomy.
- Larger administrative structures could become less responsive.
- Governance complexity.
- Concerns regarding representation within larger units.

PAN-MEMORIAL MODEL^{*}

GROUPING 1

HEALTH & ALLIED SCIENCES

MEDICINE

NURSING

PHARMACY

HUMAN KINETICS
& RECREATION

SOCIAL WORK

GROUPING 2

SCIENCE, TECHNOLOGY, ENTERPRISE & ENGINEERING

SCIENCE & THE ENVIRONMENT

ENGINEERING & APPLIED SCIENCE

BUSINESS ADMINISTRATION

FISHERIES

OCEAN TECHNOLOGY

MARITIME STUDIES

SCIENCE

GROUPING 3

ARTS, EDUCATION, SOCIETY & CULTURE

HUMANITIES &
SOCIAL SCIENCES

EDUCATION

MUSIC

FINE ARTS

ARTS & SOCIAL SCIENCES

ARCTIC & SUBARCTIC STUDIES

^{*} Changes and related work are already underway in several units and, while not reflected here, will continue as the process moves forward.

ILLUSTRATIVE MODEL 3: Pan Memorial Model

Key Features

- Three larger units where authority, planning, budgeting, and administration are concentrated centrally.
- Sub-units exist primarily for academic organization and have more limited autonomy.

Opportunities

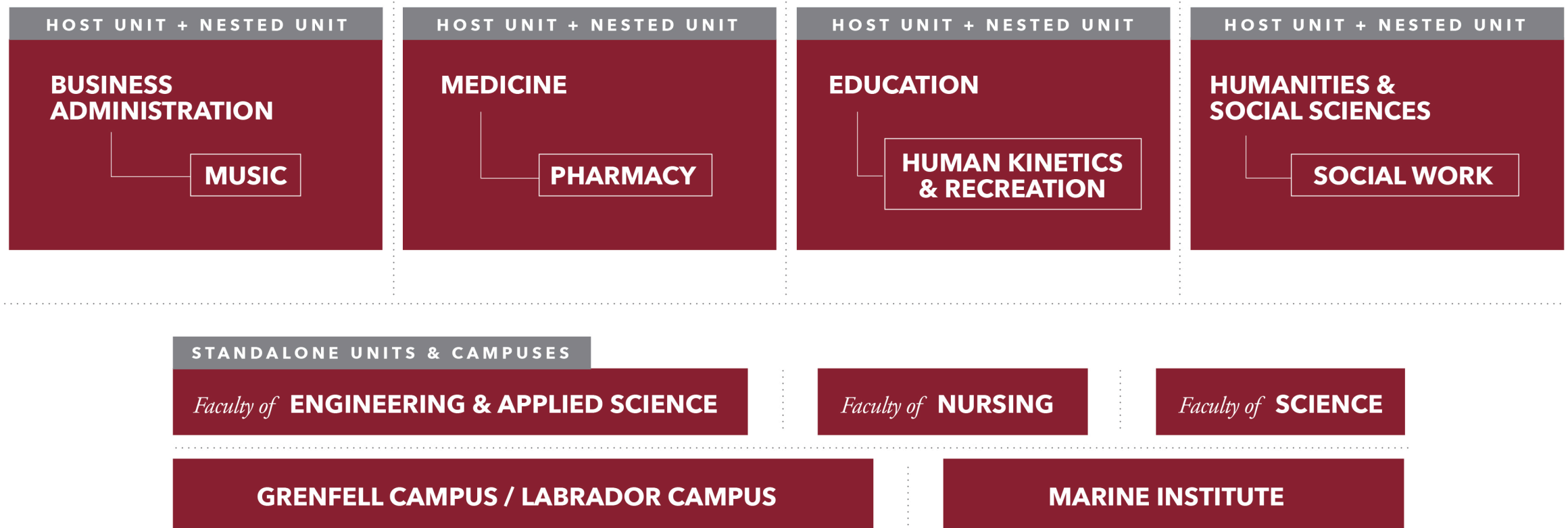
- Maximum streamlining of administration.
- Significant reduction in reporting complexity.
- Coordinated administrative functions.
- Reduced duplication.
- Local autonomy likely maintained at School level given scale of the larger faculty structures.
- Supports multidisciplinary collaboration.

Risks

- Significant institutional and cultural disruption.
- Accreditation and professional identity concerns.
- Complex governance structures.
- Challenges associated with larger organizational scale.

ILLUSTRATIVE
MODEL **4**

NESTING MODEL^{*}



^{*} Changes and related work are already underway in several units and, while not reflected here, will continue as the process moves forward.

ILLUSTRATIVE MODEL 4:

Nesting Model

Key Features

- Existing governance structures largely preserved.
- Leaders of nested units report directly to leaders of host units.
- Promotion & tenure processes and accreditation structures remain intact.

Opportunities

- Lowest level of disruption.
- Protects small units through access to larger administrative infrastructures.
- Improves financial and operational stability.
- Maintains specialized identities and accreditation requirements.
- Reduces direct reports without creating new executive positions.

Risks

- Questions regarding academic fit between nested and host units.
- Potential identity concerns for some units.
- Reputational concerns.
- More subtle institutional transformation relative to other illustrative models.

WHAT WE NEED FROM YOU

Engage with materials available on Brightspace

- Slide deck and recording of this presentation
- Background documentation
- Model descriptions and supporting resources

Share your feedback before Oct. 6, 2026*

- Brightspace discussion forums for each model (available Sept. 17)
- Online feedback form (anonymous)
- Engagement sessions with faculty/instructors, staff, students, administrative leaders, academic support units (Sept. 21- Oct. 6)

*This slide has been updated since the Sept 16 Session

Next steps for project

Fall 2026

- Review and analyze community feedback
- Release report to Senate, Board, community in October
 - Will not include a single recommended model for implementation

Fall 2026-Winter 2027

- Detailed feasibility and impact analysis
- Continued engagement and validation
- Assessment of financial, governance, operational, and implementation considerations

Winter 2027

- Senate review and feedback
- Board consideration of recommendations and Senate input
- Board decision on the path forward



Thank you