

# Laurentian University Strategic Plan

Updated Draft 2024 – 2029 Strategic Plan for Review

December 7<sup>th</sup>, 2023

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An aerial photograph of the Laurentian University campus, showing various buildings, parking lots, and surrounding greenery. The text "Purpose of the Document – Note to Reader" is overlaid in the center.

## Purpose of the Document – Note to Reader

# Purpose of the Document

This document presents the updated draft core elements of Laurentian's strategic plan. The document has been updated to reflect the comments received from the LU community in response to the first draft of the strategic plan circulated on November 20, 2023.

Once the University's governance has approved the direction set out in this draft strategic plan, the consultant team will develop a first-year implementation plan along with a refined set of Indicative Progress Measures (IPM) for the goals set out in the strategic plan. A final draft of the strategic plan with IPMs and the implementation plan will be brought to governance in February 2024 for final approval.

## Elements of a Strategic Plan

The vision, mission, and values are the expression of how Laurentian works to create value for its stakeholders.

- The **Vision statement** is the University's long-term promise to its stakeholders.
- The **Mission statement** communicates how Laurentian works day-to-day to deliver on its promise to stakeholders.
- **Shared Values** (existing and aspirational) are what shape the University's culture, decision-making, and accountability.

The strategic directions, goals, initiatives, and indicative progress measures establish the priorities and success measures for the University.

- **Strategic Directions** set the core areas of strategic focus for the organization.
- The **Strategic Goals and Initiatives** are the tangible priorities that will be resourced to achieve the strategic directions.
- The **Indicative Progress Measures** are the quantitative and qualitative metrics that will be used by management and governors to monitor and report on effectiveness of strategic plan implementation.



An aerial photograph of the Laurentian University campus, showing various buildings, parking lots, and surrounding greenery. The text "Draft Core Elements of Laurentian's Strategic Plan" is overlaid in a large, dark blue font.

# Draft Core Elements of Laurentian's Strategic Plan

# Laurentian's Draft Strategy Architecture (Strategic Plan on a Page)

## Vision

Bring the power of Northern Ontario values, resilience, innovation and Indigenous ways of knowing to the world.

## Laurentian's Mandate

To advance learning and the dissemination of knowledge and foster the intellectual, social, moral and physical development of its members and the betterment of society.

## Mission

Prepare the leaders of tomorrow through an inclusive, intellectually curious and connected bilingual and tricultural learning community.

## Shared Values

Community

Integrity

Student Success

Stewardship

Collaboration

## Directions and Goals

### Enhancing Our Student Experience

- Build Strong Foundations for Student Success and Wellbeing
- Become the Northern University of Choice
- Animate Laurentian's Campus Environment

### Energizing Our Academic and Research Mission

- Invest in Faculty Career Success
- Expand Academic and Research Excellence in Areas of Northern Strength
- Enhance Francophone and Indigenous Program Offerings and Partnerships
- Integrate Interdisciplinarity and Tricultural Learning into Degree Programs

### Building Up the Communities We Serve

- Build Northern Ontario's Economic, Social, and Environmental Sustainability
- Reimagine the Laurentian Varsity Brand
- Establish Strong Local and Global Industry, Alumni and Donor Networks

### Valuing and Supporting Our People

- Cultivate a Supportive and Inclusive Team Culture
- Take Care in Developing Our People
- Support LU Leaders in Driving and Sustaining Transformation
- Drive Excellence in University Governance

## Draft Vision | Meaning

### Our Vision is to...

Bring the power of Northern Ontario values, resilience, innovation and Indigenous ways of knowing to the world.

#### Northern Ontario...

**Values:** Our ingenuity, self-sufficiency, and sense of community.

**Resilience:** Our ability to adapt and be agile in turning challenges into opportunities.

**Innovation:** Our approach to education is founded in our natural surroundings, transformative learning experiences, and interdisciplinary collaborations.

**Indigenous:** First Nations, Métis and Inuit peoples and communities

**Indigenous ways of knowing:** Our perspectives and understandings born out of Indigenous languages, ceremonies, practices, and relationships.

Our vision is defined by the resilience, ingenuity, and diversity of our region. We will be recognized leaders in unlocking the potential of the diverse communities we represent and serve and in driving profound discoveries through the convergence of traditional and contemporary knowledge. The transformative impact of our people will go beyond our region to contribute to a more prosperous, equitable, and sustainable world.

## Draft Mission | Meaning

**Inclusive:** A higher education environment enabled by a diverse faculty and staff that is accessible and welcoming to students from all walks of life.

**Intellectually Curious:** Relentless generation and evolution of ideas in service to the advancement of knowledge.

**Bilingual and Tricultural :** A unique linguistic and cultural environment that bridges understanding and inspires creativity.

### Our Mission is to...

Prepare the leaders of tomorrow through an inclusive, intellectually curious and connected bilingual and tricultural learning community.

Our mission is to prepare the leaders of tomorrow in a bilingual and tricultural environment that nurtures creativity and broadens understanding. We are committed to providing an inclusive academic environment that thrives on diversity and is enriched by bringing together different perspectives and ideas that spark curiosity and innovation. We are driven to continuously generate, explore and refine ideas that contribute to the wealth of human knowledge that will shape a more prosperous, equitable, and sustainable world.



## Draft Shared Values | Meaning

*Shared Values are what shape the University's culture, decision-making, and accountability. The draft values presented below reflect values that are currently authentic to the University and values that the University community aspires to be guided by in the future. Authentically living these values will be key to rebuilding trust amongst all LU stakeholders.*

Value	Meaning
Community	We build long lasting connections with each other through caring, understanding, and goodwill.
Integrity	We are transparent, respectful, and accountable to each other.
Student Success	We focus our academic and research mission on supporting the development of our students into bold thinkers and confident leaders.
Stewardship	We value the land that sustains us, the knowledge that guides us, and the languages we use to convey our gratitude.
Collaboration	We share, listen, and work together as a community to develop solutions to real world challenges.

## Draft Strategic Direction | Enhancing Our Student Experience (1/2)

*Draft direction statement: Laurentian will be a university of choice for students through a focus on academic foundations, a strong sense of belonging and wellbeing, and a unique bilingual and tricultural experience.*

Draft Strategic Goal	Draft Potential Initiative
Build Strong Foundations for Student Success and Wellbeing	<b>Foundations for Success:</b> Through the Academic Plan, develop a comprehensive onboarding and preparatory approach that addresses life skills and wellbeing services and credit and non-credit courses that provide all students with the fundamentals they will need to be successful in a degree program.
	<b>Extra-Curricular Experiences:</b> Enhance LU's extra-curricular clubs and varsity and intramural athletics offerings to support student wellbeing.
	<b>Elevate Bilingual and Tricultural Experiences:</b> Integrate the bilingual and tricultural mandate into the Laurentian non-academic student experience and physical character.
	<b>Strengthen Career Readiness:</b> Enhance existing offerings aimed at equipping students with industry-relevant skills, practical experiences, and professional networking opportunities to ensure their successful transition into the workforce.

## Draft Strategic Direction | Enhancing Our Student Experience (2/2)

*Draft direction statement: Laurentian will be a university of choice for students through a focus on academic foundations, a strong sense of belonging and wellbeing, and a unique bilingual and tricultural experience.*

Draft Strategic Goal	Draft Potential Initiative
Become the Northern University of Choice	<b>Local and Indigenous Student Recruitment:</b> Build relationships at the elementary and secondary levels with students, their families, and their schools to make Laurentian a first choice for pursuing a university education.
	<b>Provincial &amp; National Recruitment:</b> Market the value of LU's tight-knit learning community and marquee academic and research programs to potential students across Ontario and Canada.
	<b>Strategic International Recruitment:</b> Attract, recruit, and retain a diverse international student body, particularly from jurisdictions that are complementary to the bilingual and tricultural mandate.
Animate Laurentian's Campus Environment	<b>Campus Masterplan:</b> Develop and fund a long-term Campus Masterplan for the maintenance, renewal, and development of Laurentian's academic, research, athletics, common space, and natural assets.

# Draft Strategic Direction | Energizing Our Academic and Research Mission (1/2)

*Draft direction statement: Laurentian will build its reputation and credibility for intellectual curiosity through a focus on competitive advantage, unique bilingual and tricultural degree construction, and a commitment to long-term faculty development.*

Draft Strategic Goal	Draft Potential Initiative
Invest in Faculty Career Success	<b>Prioritize Faculty Development:</b> Develop and implement, in cooperation with LUFA, a comprehensive professional development policy and program to support Laurentian faculty success at all stages of careers development.
Expand Academic and Research Excellence in Areas of Northern Strength	<b>Northern Excellence (Mining and Critical Minerals, Health and Social Care, and the Environment):</b> Through the Academic and Strategic Research plans, build a network of internal and external partnerships to enhance and expand in-demand and sustainable undergraduate and graduate programs and research and training initiatives.
Enhance Francophone and Indigenous Program Offerings and Partnerships	<p><b>Indigenous Studies:</b> Expand Indigenous studies, programming, and research that recognizes and responds to the dynamic political, economic, and social contexts and contributions of Indigenous communities and peoples.</p> <p><b>Bilingual Education Leadership:</b> Work with other local and provincial post-secondary institutions, and local, regional, and provincial stakeholders, to develop a shared roadmap to create and expand seamless learning pathways for francophone and bilingual academic and research programs.</p>

# Draft Strategic Direction | Energizing Our Academic and Research Mission (2/2)

*Draft direction statement: Laurentian will build its reputation and credibility for intellectual curiosity through a focus on competitive advantage, unique bilingual and tricultural degree construction, and a commitment to long-term faculty development.*

Draft Strategic Goal	Draft Potential Initiative
Integrate Interdisciplinarity and Tricultural Learning into Degree Programs	<b>Tri-Culturally Differentiated Graduates:</b> Integrate the tricultural mandate into the learning expectations and outcomes of all existing Laurentian micro-credential, undergraduate and graduate programs (in-person and online).
	<b>Interdisciplinarity at the Core:</b> Enhance opportunities for interdisciplinary, experiential, and land-based learning on campus, with industry, and with local communities and Indigenous Peoples.

# Draft Strategic Direction | Building Up the Communities We Serve

*Draft direction statement: Laurentian will focus on building trusting win-win relationships for the local and global success of the Northern, francophone, and Indigenous communities that it serves.*

Draft Strategic Goal	Draft Potential Initiative
Build Northern Ontario's Economic, Social, and Environmental Sustainability	<b>Connecting Local and Global:</b> Work with the City of Greater Sudbury, and Northeastern Ontario and Indigenous communities to develop and implement reciprocal exchange and partnership initiatives in areas of shared interest and jointly seek out opportunities to connect the region to economically, socially, and culturally significant national and international markets.
	<b>Inter-Institutional Collaboration:</b> Further build program and research relationships with Ontario universities and colleges of applied arts and technology inside and outside the region for the benefit of Northern students, faculty, and industry.
	<b>A Go-To Community Destination:</b> Develop a multi-year business plan to optimize the year-round (365 days) community use of LU's non-academic physical assets, including its recreational and athletic assets.
Reimagine the Laurentian Varsity Brand	<b>A Varsity Brand Aligned with Northern Values and Identity:</b> Undertake a process in collaboration with the campus and broader community to re-imagine Laurentian's varsity brand to be more reflective of Northern values and the University's bilingual and tricultural mandate.
Establish Strong Local and Global Industry, Alumni and Donor Networks	<b>Reconnect and Leverage:</b> Develop strategies and initiatives to grow relationships with LU's academic and research partners across various industries and its alumni and donors in support of building distinctive and mutually beneficial collaborations.



# Draft Strategic Direction | Valuing and Supporting Our People (1/2)

*Draft direction statement: Laurentian will focus on becoming a trusted employer that values, empowers, and grows its people.*

Draft Strategic Goal	Draft Potential Initiative
Cultivate a Supportive and Inclusive Team Culture	<b>Appreciate the Excellence of Our People:</b> Enhance initiatives at Laurentian to recognize and celebrate teaching, research, and community engagement excellence among faculty, staff, students, and administrators.
	<b>Deliver Proactive and Strategic Communications:</b> Develop an annual institutional strategic communication and stakeholder engagement plan to enhance the quality and reach of communications and engagements with internal and external stakeholder audiences to build connection.
	<b>Build Internal Relationships:</b> Invest in continuous training and knowledge exchange programs / events to build intra-and inter-departmental relationships, strategy alignment, and tricultural understanding and competencies in all LU staff, faculty, and administrators, including bringing the LU community together to review the progress of the strategic plan and to share/align on go forward priority initiatives
Take Care in Developing Our People	<b>Take a Talent Focused Approach to Developing People:</b> Develop a talent management model that integrates policies, programs, and processes for strategically developing, engaging, and retaining faculty and staff talent across the employee career span (from recruitment to succession).
	<b>Strengthen Competitiveness for Talent:</b> Conduct, and implement the recommendation of, a strategic review of the alignment of LU's human resources/talent policies, processes, and compensation and incentive structures with its bilingual and tricultural mandate and the need to competitively attract, recruit, and retain an equitable, inclusive and high-quality workforce.

## Draft Strategic Direction | Valuing and Supporting Our People (2/2)

*Draft direction statement: Laurentian will focus on becoming a trusted employer that values, empowers, and grows its people.*

Draft Strategic Goal	Draft Potential Initiative
Support LU Leaders in Driving and Sustaining Transformation	<b>Operational Transformation:</b> Prioritize the implementation, and annual reporting on progress measures, of the LU Operational Transformation Program and develop a continuous improvement plan to support LU leaders and staff in sustaining and enhancing the benefits of the transformation over time.
Drive Excellence in University Governance	<b>Improved Bicameralism:</b> Board of Governors and Senate to develop an improved bicameralism that enables information flows between bodies, reasserts the Board as the governance body accountable for financial and business outcomes and clarifies the Senate's responsibility for academic policies and regulations.
	<b>Execution of the Strategic Plan:</b> The Board of Governors and Senate to make oversight of the execution of the Strategic Plan a regular focus of their deliberations.

An aerial photograph of the Laurentian University campus, showing various academic buildings, parking lots, and surrounding greenery. The text "Draft Cultural Enablers for Strategy Implementation" is overlaid in a large, dark blue font.

# Draft Cultural Enablers for Strategy Implementation

# Draft Cultural Enablers

Peter Drucker is famous for saying that, “Culture eats strategy for breakfast”. Cultural enablers are critical behaviours that facilitate the effective implementation of a strategic plan. The following draft cultural enablers have been identified based on consultation input from the Laurentian campus and broader community.



## Student Focus

- Student success is the focus of setting and implementing priorities at all levels of the organization.



## Internal Strategic Alignment

- All institutional, faculty, departmental, and research institute strategies are strategically aligned and mutually supportive (and reinforcing).



## Service Culture

- LU’s people at all levels continuously build and live a service culture within and across all faculties, departments, and research institutes.



## Wellbeing

- LU leadership and governance recognize and support the wellbeing of faculty, staff, and administration.



## Strong and Engaged Governance and Leadership

- Governors and LU leaders at all levels become deliberate and disciplined in building strong relationships that benefit the success of the institution.



## Productive Labour Relations

- Labour leadership and administration, recognizing their respective roles, work to improve collegiality and shared purpose in advancing and growing the University.



## Community Involvement and Partnerships

- LU and its people at all levels become integral, active, and value-added members of the local, regional, and Indigenous communities that are part of its Northern vision and mission.



## Living LU’s Values

- We all need to live, and consistently recognize others who live, LU’s values.