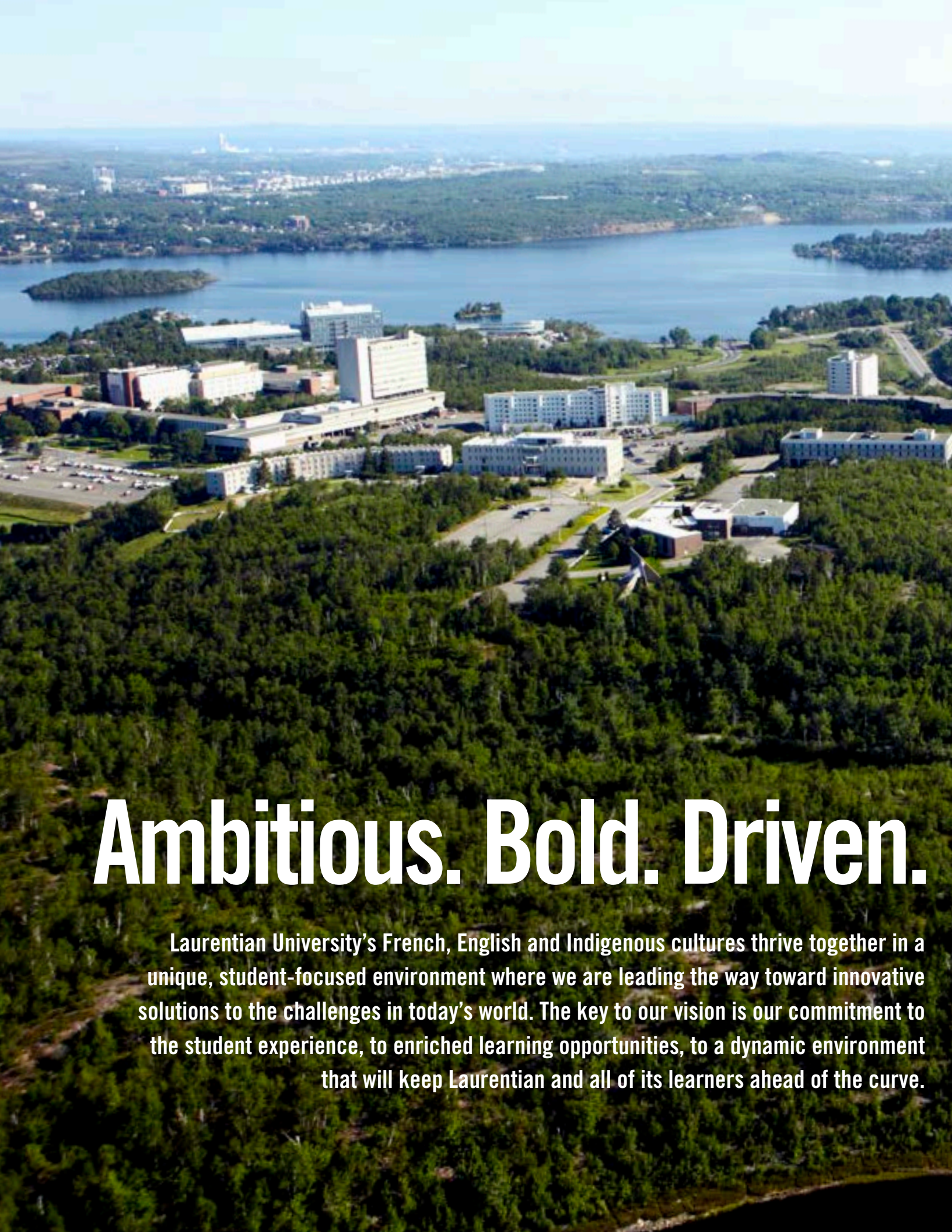


LAURENTIAN UNIVERSITY
STRATEGIC
PLAN $\frac{2012}{2017}$



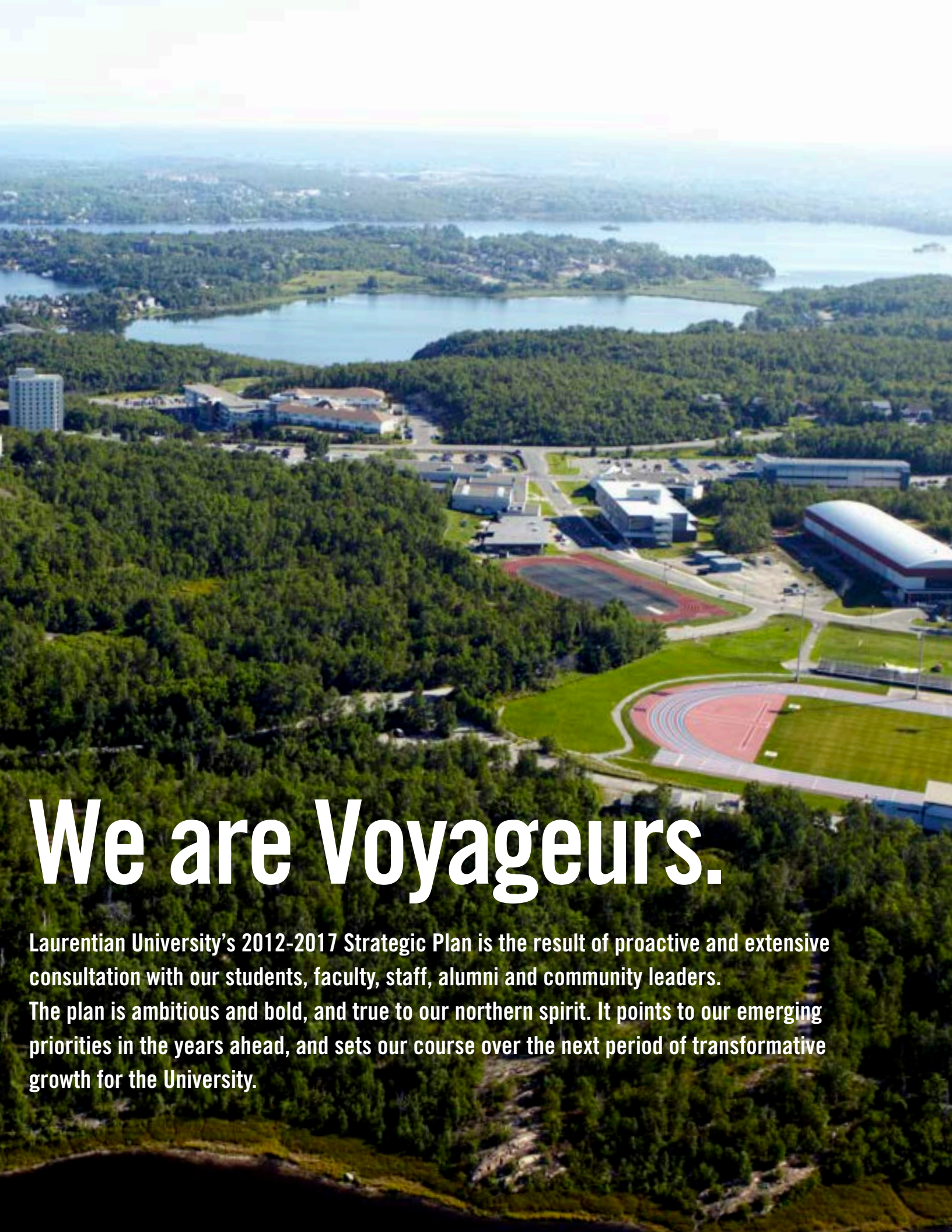
Laurentian University
Université **Laurentienne**

Sudbury | Barrie (ON) Canada
laurentian.ca/strategicplan



Ambitious. Bold. Driven.

Laurentian University's French, English and Indigenous cultures thrive together in a unique, student-focused environment where we are leading the way toward innovative solutions to the challenges in today's world. The key to our vision is our commitment to the student experience, to enriched learning opportunities, to a dynamic environment that will keep Laurentian and all of its learners ahead of the curve.



We are Voyageurs.

Laurentian University's 2012-2017 Strategic Plan is the result of proactive and extensive consultation with our students, faculty, staff, alumni and community leaders. The plan is ambitious and bold, and true to our northern spirit. It points to our emerging priorities in the years ahead, and sets our course over the next period of transformative growth for the University.

At Laurentian, we value:

- Students first
- Excellence
- Academic freedom
- Mnaadendmiwin (respect)
- Alumni
- Diversity
- Debwewin (truth)
- Integrity
- Inclusiveness

LAURENTIAN UNIVERSITY

STRATEGIC PLAN 2012 2017





Over the course of the next five years, **this strategic plan will shape Laurentian University**, informing our emerging priorities while supporting those attributes that make us unique. Together we will enhance the quality of interaction students have come to expect here at Laurentian.

DOMINIC GIROUX
President and Vice-Chancellor
Laurentian University



OUR PURPOSE

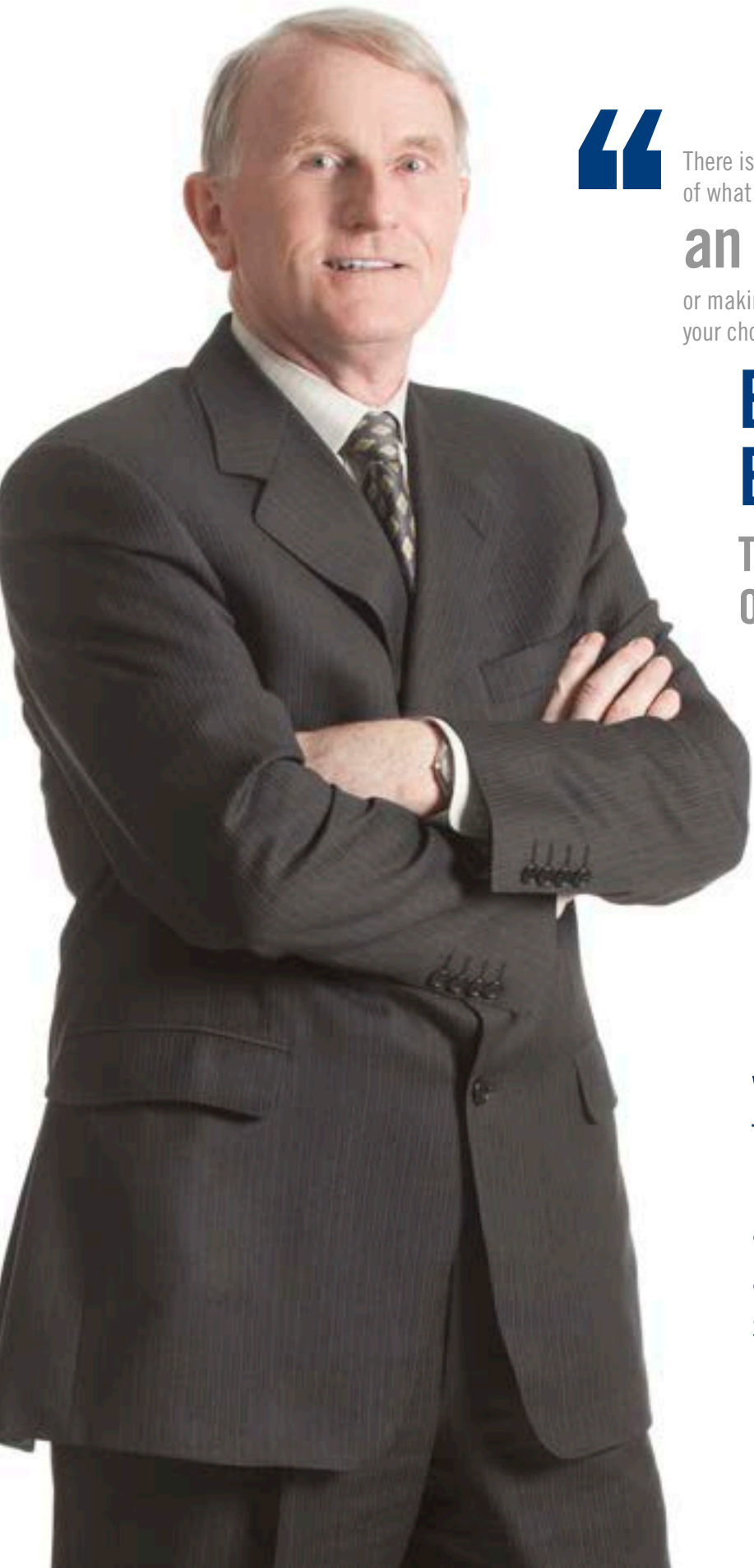
Laurentian University with its federated partners* offers an outstanding university experience, in English and French with a comprehensive approach to Indigenous education, that prepares students as agents of change by stimulating them to ask new questions, to challenge what we know, and so empower them to create innovative solutions for future local and global issues.

The following highlights Laurentian University's key goals, aspirations, and intended results by 2017.

*Huntington University, Thorneloe University, and University of Sudbury



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“

There is nothing that drives home the value of what you are learning as much as seeing

an idea come to life,

or making a tangible difference. It reaffirms your choice of career and

ENGAGES YOU IN AN EXCEPTIONAL WAY.

THIS IS A CRITICAL COMPONENT OF THE STUDENT EXPERIENCE.

— ROBERT KERR
VICE-PRESIDENT ACADEMIC AND PROVOST

By 2017, we will have:

Integrated classroom learning with real-world experience through placements, case-based projects, independent learning, applied research, studies abroad, group work, community service or senior capstone projects, with alumni support.

STUDENT ENGAGEMENT AND SATISFACTION

French, English and Indigenous cultures thrive together at Laurentian University, offering Canadian and international students an enriched learning environment that is a microcosm of Canada. Laurentian goes to great lengths to ensure personal success by providing a range of academic and social supports for our diverse student population ensuring our students acquire a strong foundation that meets the challenges and opportunities of the 21st century.

➤ **ASPIRATION: We will be among the top 25 percent of Canadian universities in student satisfaction and student engagement.**

To achieve this by 2017 we will have:

- Integrated classroom learning with real-world experience through placements, case-based projects, independent learning, applied research, studies abroad, group work, community service or senior capstone projects, with alumni support
- Supported teaching and learning excellence through the services at a new Centre for Academic Excellence
- “One-stop” student services, leveraging state-of-the-art technology, that are seamless across our two campuses and respond to student needs
- Informed, diversified, affordable, local, and healthy food choices that meet cultural requirements for students, staff, and faculty
- Dynamic student experiences in new social spaces that nurture a strong sense of community and belonging
- Successfully engaged alumni to proactively support Laurentian University’s academic and social activities, including emerging sports such as women’s and men’s varsity hockey clubs



“ The strength of a community resides in its power to communicate and share knowledge.

Collaboration with other researchers at provincial, national, and international levels is not only essential for the integrity of an institution's reputation, but it also plays a

PRIMARY ROLE IN BUILDING MY CAREER.

I'M ALL IN.

– ANDRÉE-MICHELLE D'Aoust-Messier
GRADUATE STUDENT, BIOLOGY

By 2017, we will have:
Enhanced travel supports to faculty and graduate students giving peer-reviewed papers at international or national conferences.

NATIONAL RECOGNITION

Laurentian will invest in our unique areas of strength to achieve national recognition in signature programs including undergraduate programs in Education, Engineering, Forensic Science, Geology, Histoire, Medicine, Native Human Services, Restoration and Conservation Ecology, Sages-femmes, Sciences de l'éducation, Sciences infirmières, Sports Administration, Sports Psychology, Théâtre; and graduate programs in Boreal Ecology, Interdisciplinary Humanities, Mineral Exploration, Natural Resources Engineering, and Rural and Northern Health.

> **ASPIRATION: We will be among Canada's top 10 universities in our category.**

To achieve this by 2017 we will have:

- Raised total annual research dollars from \$21.9 M in 2010 to \$30 M, with increased numbers of research grants in social sciences and humanities totaling from \$314,400 in 2011 to \$400,000
- Enhanced travel supports to faculty and graduate students giving peer-reviewed papers at international or national conferences
- Showcased nationally our exceptional teaching and research by way of our dynamic web presence and communications
- Advanced in the process of securing an accreditation from the Association to Advance Collegiate Schools of Business
- Secured and retained highly talented faculty members through multi year planning and proactive recruitment



“ Laurentian is home to
**GROUNDBREAKING
RESEARCH**
in a number of fields
of expertise.

Even though Laurentian is relatively new in offering doctoral studies, we are already drawing attention globally, especially in the fields of rural health, mining and the environment.

**THAT'S AN OUTSTANDING
ACCOMPLISHMENT FOR A
RELATIVELY SMALL UNIVERSITY.**

— JOHN GUNN
CANADA RESEARCH CHAIR FOR
STRESSED AQUATIC SYSTEMS
DIRECTOR, VALE LIVING WITH LAKES CENTRE

By 2017, we will have:
Established Laurentian
world-wide as the University
synonymous with fresh
water research through the
Vale Living with Lakes Centre.

NATIONAL RECOGNITION

- **ASPIRATION:** We will be known for our world-class expertise in: rural and northern children's health; stressed watershed systems; mining innovation and exploration; multicultural sport and physical activity; genomics and bioinformatics; particle astrophysics; environment, culture and values; applied evolutionary ecology; and nanotechnology.

To achieve this by 2017 we will have:

- Expanded research intensity through research chairs and scholars-in-residence in areas of research strength
- Established interdisciplinary executive programs through the new School of Mines
- United professional health programs into one Faculty, contingent on Senate approval, to position Laurentian as a leader in inter-professional health education and research
- Established Laurentian world-wide as the University synonymous with fresh water research through the Vale Living with Lakes Centre



“ When it comes to acquiring French proficiency, **LAURENTIAN IS AN IDEAL SETTING.**

Our daily contacts are mostly with bilingual individuals – faculty, staff, and students alike – and all services are accessible in French.

**THIS ENVIRONMENT
FOSTERS UNINTERRUPTED
DEVELOPMENT AND PRACTICE.**

– ATHANASE SIMBAGOYE
PROFESSEUR AU PROGRAMME DE LA
FORMATION INITIAL À L'ENSEIGNEMENT

By 2017, we will have:
Established Laurentian as a destination for Francophone and Immersion students from across Canada and targeted French-speaking countries.

UNIVERSITY OF CHOICE

At Laurentian, students benefit from small classes and meaningful interactions with faculty, staff, and students. Our students enjoy a unique connection between our learning and natural milieux affording students, faculty, and staff with an enriched learning, working, and living environment in a pristine park-like setting in Greater Sudbury and a vibrant presence in fast-growing Barrie.

> **ASPIRATION:** Laurentian is a first choice destination with a reputation for academic excellence and opportunity, attracting the best students, staff, and faculty from across Canada and around the world.

To achieve this by 2017 we will have:

- Strategically increased enrolment from 7,200 FTE (2011) to 8,300 FTE while increasing the average entry grade from 80.8% to 83%
- Modernized the Sudbury campus, including classrooms designed flexibly to accommodate diverse teaching-learning styles
- Increased proportion of international students from 6.1% in 2011 to 8%
- Increased numbers of students who have enriched learning experiences abroad
- Become one hundred percent (100%) 802.11n wireless
- Established Laurentian as a destination for Francophone and Immersion students from across Canada and targeted French-speaking countries
- Increased enrolments of First Nations, Inuit, and Métis students from across Canada who choose Laurentian for its culturally responsive learning environment and enhanced bursaries
- Opened a “front door/welcoming centre” with effective signage in French, English, Ojibway



“ As a bilingual institution

our mandate includes being responsive to the needs of our francophone communities.

OUR FOCUS WILL BE ON KEY AREAS

where Laurentian supports
French-language services

throughout the north and elsewhere in the province.

— SYLVIE LANDRY
DIRECTOR OF FRANCOPHONE COLLABORATIONS
AND PARTNERSHIPS

By 2017, we will have:

Continued to support our high quality French-language programs including those that respond to community need for services in health, education, culture and business.

COMMUNITY RESPONSIVENESS

Laurentian University was founded to serve resource based and rural regions. Fresh water surrounds us in Greater Sudbury and Barrie and is a key element in the Laurentian identity with our focus on “Clean Water Now and Forever” and on healthy communities through professional health programs, including the Northern Ontario School of Medicine. Laurentian University is vital to the socio-economic and creative life of the communities in which we live, learn, and work.

- **ASPIRATION: We will actively engage with community partners ensuring that Laurentian continues to contribute to the prosperity and well-being of the cities of Greater Sudbury and Barrie and their surrounding regions, and that local communities actively champion Laurentian.**

To achieve this by 2017 we will have:

- Established a cutting-edge curriculum that draws students internationally to the School of Architecture in downtown Sudbury
- Completed a Laurentian campus in downtown Barrie to serve 2,500 FTE students
- Launched new programs, subject to Senate approval, responding to community needs, including occupational health and safety, Indigenous relations, IT security/data centres and management, théâtre et littérature franco-ontariens, integrated approaches to environmental science and environmental studies, northern policy
- Developed new partnerships that further engage local communities to work with Laurentian on emerging priorities including the performing and film Arts
- Implemented quality housing solutions to meet changing student needs



“ There’s a natural fit for more indigenous content in many of Laurentian’s programs.

Whether it’s the incorporation of courses on Aboriginal rights and land titles, or

CULTURAL ORIENTATION

for most program offerings, graduates from all cultural backgrounds will benefit from the experience.

– AARON ST-PIERRE
GRADUATE STUDENT, HISTORY

By 2017, we will have:
Increased Indigenous content in courses from 13% of all courses to 16%.

COMMUNITY RESPONSIVENESS

- **ASPIRATION: We will further our partnerships with Francophone, First Nations, Métis and Inuit communities, faculty, and staff using resourceful and supportive approaches.**

To achieve this by 2017 we will have:

- Continued to support our high-quality French-language programs including those that respond to community need for services in health, education, culture, and business
- Revitalized the Certificate of Bilingualism, awarded to 500 students per year
- Completed the Indigenous Sharing and Learning Centre to serve as the gathering place to support Indigenous knowledge on the Sudbury campus
- Enhanced proactive hiring practices to increase the proportion of Indigenous faculty and staff
- Increased Indigenous content in courses from 13% of all courses to 16%



“ Training opportunities
and hands-on
involvement are key to
an engaged personnel.
We will **INVEST IN
SKILLS**

and academic development that is responsive
to the current and long-term needs of employees
and the University.

WE'RE ON IT.

– BERNARD BEAULIEU
EXECUTIVE DIRECTOR, HUMAN RESOURCES
AND ORGANIZATIONAL DEVELOPMENT

By 2017, we will have:
Ensured ongoing staff
development, second
language training,
leadership mentoring
and succession planning.

ORGANIZATIONAL EXCELLENCE

Laurentian University enlists all managers, staff and faculty in creating an organization that is inspiring, proactive, student focused, supportive, efficient, and effective.

> **ASPIRATION: We will be known for our positive organizational culture.**

To achieve this by 2017 we will have:

- Increasingly engaged faculty and staff, as measured in 2013, 2015 and 2017
- Shared ideas about best practices for working together and annual events that bring employees together to celebrate successes
- Integrated fully all operational functions into one data warehouse by completing the Laurentian Electronic Age Project project (LEAP)
- Ensured ongoing staff development, second language training, leadership mentoring, and succession planning
- Fostered an animated intellectual milieu through enhanced gathering spaces for faculty, staff, graduate students and alumni
- Established effective communication processes informing all members of the Laurentian community about key events, institutional projects, and priorities
- Aligned administrative processes involving staff and managers in decisions affecting their work and ensuring employees are heard, respected and recognized

**WE INVITE YOU
TO FOLLOW
OUR PROGRESS.**

laurentian.ca/strategicplan



LaurentianUniversity
Université**Laurentienne**