

A large, light gray, stylized graphic of a tree with several branches and leaves, positioned on the left side of the page. The tree is composed of simple, rounded shapes.

Laurentian's Plan for Connection, Innovation, and Impact.



Laurentian University
Université **Laurentienne**

STRATEGIC PLAN 2024-2029

Aki Gaabijidebendaagwak

Ka ke ginwaamdanaa Aki Gaabijidebendaagwak Robinson Huron Naakinegewin ode 1850. Miinwa ginwaamdandaa Laurentian Chi-kinomaagegamik gewii teg maanpii gidaa kiimina Atikameksheng Anishinaabek debendaagwak miinwa Chi-odeno Sudbury miinwa gewii debendaagwak Wahnapiatae Anishinaabe kiing. Gichipiitenmananig Anishinaabek-ga nakiitaanaa weweni maanpii Laurentian Chi-kinomaagegamik Debwewin miinwa Minadaapnagewin Nakii Naadmageh Makwataagziwin. Miigwech.

Land Acknowledgement

We would like to acknowledge the Robinson-Huron Treaty of 1850. We also further recognize that Laurentian University is located on the traditional lands of the Atikameksheng Anishnawbek and that the City of Greater Sudbury also includes the traditional lands of the Wahnapiatae First Nation. We extend our deepest respect to Indigenous peoples – as a sign of our continued relationship we will support Laurentian University’s Truth and Reconciliation Task Force Recommendations. Miigwech.

Reconnaissance du territoire

Nous désirons reconnaître le Traité Robinson-Huron de 1850. Il importe aussi de souligner que l’Université Laurentienne se trouve sur les terres traditionnelles des Atikameksheng Anishnawbek et que la Ville du Grand Sudbury comprend également celles de la Première Nation de Wahnapiatae. Nous tenons à exprimer notre profond respect à tous les peuples autochtones et, comme signe de notre relation suivie avec eux, appuierons les recommandations émises par le Groupe de travail sur la vérité et la réconciliation de l’Université Laurentienne. Miigwech.

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Strategic Plan at a Glance



Connection, Innovation and Impact.



Laurentian University has been a source of pride for Greater Sudbury and Northern Ontario since its founding. For more than 60 years, Laurentian has been a vital partner in the success of thousands of individual students, faculty, and staff, and the local and regional communities for which it was established. Laurentian has always been at its best when it has understood how interconnected it is with the communities that it serves and harnessed the resilience, creativity and diverse knowledge of its people to create and deliver excellent education and innovative research for the benefit of these communities.

I am pleased to introduce our new strategic plan, Laurentian's Plan for Connection, Innovation and Impact. This plan sets out a positive path forward for Laurentian through a clear articulation of who we are, where we are going, and the shared priorities that will focus our actions to achieve our aspirations and ambitions.

This path forward emphasizes the importance of, and our dedication to, deepening our partnerships and fostering collaborations with our community in four priority areas: enhancing our student experience; energizing our academic and research mission; building up the communities we serve; and valuing and supporting the people who make up our Laurentian team.

These strategic priorities align with our vision to bring the power of Northern Ontario values, resilience, innovation, and Indigenous ways of knowing to the world. They are grounded in our mission to prepare the leaders and changemakers of tomorrow through an inclusive, intellectually curious and connected bilingual and tricultural learning community. They are guided by our values of community, integrity, student success, stewardship, and collaboration.

I am excited about Laurentian's future, and I hope you are too. I invite you to become an active participant in putting forth Laurentian's Plan for *Connection, Innovation and Impact* for the benefit of our students, faculty, staff, and the communities that we serve.

Sincerely,

Dr. Sheila Embleton, FRSC, FRSA
Interim President and Vice-Chancellor, Laurentian University

Vision

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

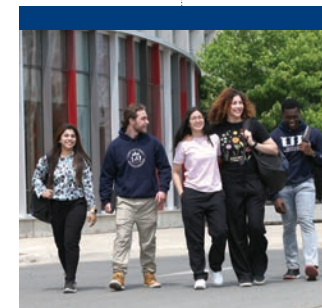
Mission

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

Values

Community • Integrity • Student Success • Stewardship • Collaboration

Strategic Directions



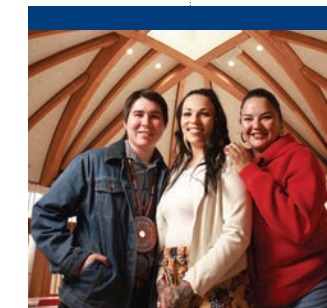
Enhancing our Student Experience

- Build Strong Foundations for Student Success and Well-being
- The Northern University of Choice
- Animate Laurentian's Campus Environment



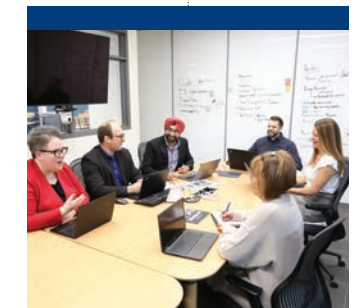
Energizing our Academic and Research Mission

- Invest in Faculty Career Development and Success
- Expand Academic and Research Excellence in Areas of Northern Impact
- Enhance Francophone and Indigenous Program Offerings and Partnerships
- Integrate Inter-disciplinarity 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



Vision

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



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

Northern Ontario...

Values: Our ingenuity, self-sufficiency, and sense of community which encompasses a large francophone 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.



Mission

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



Our mission is to prepare the leaders and changemakers 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.

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: Persistent 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.



Values

Laurentian University will be guided by these values in shaping the University's culture, decision-making and accountability for results.



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 missions 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.

Strategic **1** Direction

Enhancing Our Student Experience

Laurentian will be a university of choice for students through a focus on academic foundations, a strong sense of belonging and well-being, and a unique bilingual and tricultural experience.



CONTEXT

This strategic direction was inspired by the following insights from the consultation and research process:

- Laurentian's diverse student body, ranging from on-campus and mature students to those accustomed to virtual learning, shares a common goal: wanting to excel academically while enjoying vibrant experiences and building a sense of community.
- Laurentian, known for academic excellence and a tight-knit community, is seeking to enrich its campus culture and access to resources to strengthen its ability to recruit a diverse range of students locally, regionally, nationally, and internationally.
- Laurentian's community, valuing its scenic, nature-connected campus as both an educational institution and a home, sees the importance of initiatives that enhance the campus for learning and living, including sharing in tricultural and bilingual experiences that make life at Laurentian unique.

Strategic Goals and Initiatives

To advance *Connection, Innovation, and Impact* in the student experience, Laurentian will:

■ Build Strong Foundations for Student Success and Well-being

Foundations for Success: Through the Academic Plan, develop a comprehensive onboarding approach that supports students' success and well-being in their academic journey, including courses that provide all students with the fundamentals they will need to be successful in a degree program.

Extra-Curricular Experiences: Enhance Laurentian's extra-curricular clubs and varsity and intramural athletics offerings to support student well-being.

Elevate Bilingual and Tricultural Experiences: Integrate the bilingual and tricultural mandates into the Laurentian non-academic student experience and physical character.

Strengthen Career Readiness: 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.

■ The Northern University of Choice

Local and Indigenous Student Recruitment: Re-establish and further build relationships at the elementary and secondary levels with students, their families, school boards, and guidance counsellors to make Laurentian a first choice for pursuing a university education.

Provincial & National Recruitment: Market the value of Laurentian's tight-knit learning community and marquee academic and research programs to prospective students across Ontario and Canada.

Strategic International Recruitment: 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

Campus Masterplan: Refresh Laurentian's long-term Campus Masterplan for the maintenance, renewal, preservation, and sustainable development of Laurentian's academic, research, athletics, common space, and natural assets.



MEASURING PROGRESS

Through specific Indicative Progress Measures, including student impressions and enrollment metrics, Laurentian will support and measure the impact of the goals and initiatives for *Enhancing Our Student Experience*.

Strategic **2** Direction

Energizing Our Academic and Research Mission

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.



CONTEXT

This strategic direction was inspired by the following insights from the consultation and research process:

- Laurentian's areas of teaching, academic programming, and research are strengthened by the creativity of its faculty, staff and students who challenge and push the boundaries to advance knowledge and understanding.
- Laurentian has key partnerships, relationships, infrastructure, and acknowledged excellence in areas of Northern impact that can be leveraged to continue to grow Laurentian's impactful contributions to the communities that it serves.
- The Laurentian University community and its partners recognize the differentiation that its Bilingual and Tricultural Mandate has in building learning and research that develops uniquely talented graduates and faculty.

Strategic Goals and Initiatives

To advance *Connection, Innovation, and Impact* in its academic and research capabilities, Laurentian will:

Invest in Faculty Career Development and Success

Prioritize Faculty Development: Develop and implement 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 Impact

Northern Excellence (Mining and Critical Minerals, Health and Social Well-being, and the Environment): 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

Indigenous Studies: 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.

Francophone Education Leadership: Work with 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 students to pursue francophone academic and research programs.

Integrate Interdisciplinarity and Tricultural Learning into Degree Programs

Triculturally Differentiated Graduates: Integrate the tricultural mandate into the learning expectations and outcomes of all existing Laurentian micro-credential, undergraduate and graduate program offerings (in-person and online).

Interdisciplinarity at the Core: Enhance opportunities for interdisciplinary, experiential, and land-based learning on campus, with industry, and with local communities and Indigenous Peoples.



MEASURING PROGRESS

Through specific Indicative Progress Measures identified in its Research and Academic plans, Laurentian will support and measure the impact of the goals and initiatives for Energizing Our Academic and Research Mission.

Strategic **3** Direction

Building up the Communities We Serve

Laurentian will focus on building trusting relationships for the local and global success of the Northern, francophone, and Indigenous communities that it serves.



CONTEXT

This strategic direction was inspired by the following insights from the consultation and research process:

- Laurentian's location in Sudbury, the fastest-growing urban hub in Northern Ontario, strategically positions it to play a pivotal role in driving and contributing to the City's and region's economic growth.
- Laurentian has been, and is expected to be, a collaborative and engaged partner with northern, Francophone, Indigenous and non-Indigenous communities in building up their economic, social, environmental, and technological potential through its programs and research, as well as its ability to provide transformative platforms for Indigenous knowledge, French language, and culture.
- The dedication of Laurentian community alumni and industry stakeholders, who value and seek further collaboration with Laurentian to drive innovation and prosperity at local, regional, national and global levels.

Strategic Goals and Initiatives

To advance *Connection, Innovation, and Impact* for its communities, Laurentian will:

■ Build Northern Ontario's Economic, Social, and Environmental Sustainability

Connecting Local and Global: Work with the City of Greater Sudbury, Northeastern Ontario, and with 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.

Inter-Institutional Collaboration: 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.

A Go-To Community Destination: Develop a multi-year business plan to optimize the year-round (365 days) community use of Laurentian's non-academic physical assets, including its recreational and athletic facilities and equipment.

■ Re-imagine the Laurentian Varsity Brand

A Varsity Brand Aligned with Northern Values and Identity: Undertake a process that engages both the campus and broader communities to re-imagine Laurentian's Voyageurs 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

Reconnect and Leverage: Develop strategies and initiatives to grow relationships with Laurentian's academic and research partners across various industries and its alumni and donors in support of building distinctive and mutually beneficial collaborations.



MEASURING PROGRESS

Through specific Indicative Progress Measures, including metrics to track joint projects and measure engagement with the wider community, partners, and industries, Laurentian will support and measure the impact of the goals and initiatives for Building Up the Communities We Serve.

Strategic **4** Direction

Valuing and Supporting Our People

Laurentian will focus on becoming a trusted employer that values, empowers and grows its people.



CONTEXT

This strategic direction was inspired by the following insights from the consultation and research process:

- There is a need to better cultivate a learning and supportive working environment for Laurentian's dedicated and passionate faculty and staff, equipping them with the resources and support they need to transform the university to elevated new heights of connection, innovation and impact. There is a need to enhance internal communication and collaboration at Laurentian University to break down silos and foster an environment of interdepartmental and interfaculty collaboration and academic interdisciplinarity to differentiate Laurentian from its competitors.
- Make Laurentian an employer of choice in a competitive local, regional, national and international market for faculty and staff.

Strategic Goals and Initiatives

To advance *Connection, Innovation, and Impact* with its people, Laurentian will:

■ Cultivate a Supportive and Inclusive Team Culture

Value the Excellence of Our People: Enhance initiatives at Laurentian to recognize and celebrate teaching, research, and community engagement excellence among faculty, staff, students, and administrators.

Deliver Proactive and Strategic Communications: 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.

Build Internal Relationships: 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 Laurentian staff, faculty, and administrators, including bringing the University 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

Take a Talent Focused Approach to Developing People: 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).

Strengthen Competitiveness for Talent: Conduct, and implement the recommendations of a strategic review of the alignment of Laurentian'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.

■ Support Laurentian Leaders in Driving and Sustaining Transformation

Operational Transformation: Prioritize the implementation, and annual reporting on progress measures, of the Laurentian Operational Transformation Plan and develop a continuous improvement plan to support University leaders and staff in sustaining and enhancing the benefits of the transformation over time.

■ Drive Excellence in University Governance

Improved Bicameralism: 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 the Senate as the governance body responsible for academic policies, regulations and standards for degree programs.

Execution of the Strategic Plan: The Board of Governors and Senate to make oversight of the execution of the Strategic Plan a regular focus of their deliberations.



MEASURING PROGRESS

Through specific Indicative Progress Measures, including metrics to measure staff and faculty engagement, Laurentian will support and measure the impact of the goals and initiatives for Valuing and Supporting Our People.

Cultural Enablers

As Laurentian embarks on this new journey, our cultural enablers will play a pivotal role in our organization's culture and will assist with the implementation of the strategic plan and achieving success. These enablers not only align with, but also enhance our objectives, creating an adaptive and focused environment that positions us to meet future challenges with resilience and strategic agility.

- 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 strategies are aligned and mutually supportive (and reinforcing).
- Service Culture**
Laurentian's people at all levels continuously build and live a service culture within and across all faculties, departments, and research centres and institutes.
- Well-being**
Laurentian leadership and governance recognize and support the well-being of faculty, staff, and administration.
- Strong and Engaged Governance and Leadership**
Governors and Laurentian leaders at all levels become deliberate and disciplined in building strong relationships that benefit the institution and secure its success.
- Productive Labour Relations**
Labour leadership and management work to improve collegiality and shared purpose in advancing and growing the University.
- Community Involvement and Partnerships**
Laurentian and its people at all levels become integral, active, and value-added members of the local, regional, Francophone and Indigenous communities that are part of its Northern vision and mission.
- Respect and Inclusion**
We all create and celebrate an inclusive environment where all are welcome and difference is respected.



Strategic Planning Process

The journey to develop this Plan for *Connection, Innovation and Impact* included an in-depth analysis of the institution's internal and external environment and extensive participation from Laurentian's stakeholder community.

Over a seven-month period, more than 2,500 individuals shared their input and perspectives as part of the strategic planning process through:

- Three intensive strategic planning workshops
- Two town halls open to the entire Laurentian and broader communities
- Six interactive drop-in sessions held across campus to get first-hand input from students, staff, and faculty
- Five comprehensive online surveys that attracted participation from current and past Laurentian students, faculty, staff and partners from across North America
- 20 one-on-one interviews
- 25 focus groups
- 23 group interviews
- 76 written submissions

The development of this Strategic Plan would not have been possible without the outstanding contributions of all those who love and care deeply for Laurentian and its future.



Laurentian University
Université **Laurentienne**

STRATEGIC PLAN 2024-2029

laurentian.ca/strategic-plan-2029
strategicplan@laurentian.ca

