



# Laurentian University Strategic Plan



## **KEY PERFORMANCE INDICATORS**

**2025**



**Laurentian**University  
Université**Laurentienne**



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### **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 Makwataagziiwin. Miigwech.

### **Land Acknowledgment**

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 Anishnaabek 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 Anishnaabek 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.





# Overview of the Key Performance Indicators

Laurentian University released its Strategic Plan on March 27, 2024. The associated key performance indicators (KPIs) were developed and approved by the Senate and by the Board of Governors in Winter 2025.

This report constitutes the first report of KPIs for the new Strategic Plan, and sets the baseline against which future performance might be assessed. These KPIs cover the 2025 calendar year.

The report is organized by strategic direction area, with KPIs for each direction reported in turn. KPIs include both quantitative indicators, which are reported in table form, and qualitative indicators, which begin each section. The quantitative indicators highlight newsworthy items and other significant achievements related to each strategic direction that may not be captured easily in the numbers.

Furthermore, we recognize that while the performance indicators are meant to capture achievement with respect to Strategic Plan objectives, they inevitably also reflect the context in which the University operates. Metrics such as graduate employment rate, for example, depict an institutional objective – helping our students achieve their career goals – but also reflect the economic climate, which may affect employers' disposition to hire, the youth unemployment rate, etc. Such dynamic factors should be taken into consideration when reading the data.

## **In developing the KPIs, the following considerations were also taken:**

- KPIs should be associated clearly to the initiatives identified in the Strategic Plan, and should drive outcomes that are considered desirable by the University (e.g., student engagement, increased enrolment, staff and faculty professional development, etc.).
- KPIs should already be measured by the University or, failing that, should be measurable given current data collection. When possible, overlap with existing reporting requirements to the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) and to other bodies will help ensure robust metrics.
- Reporting on KPIs may be phased in during the life of the Strategic Plan, recognizing that some initiatives may require some time before implementation can begin.
- The list of KPIs may be revised as necessary during the life of the Strategic Plan.

# Strategic Plan at a Glance

## 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

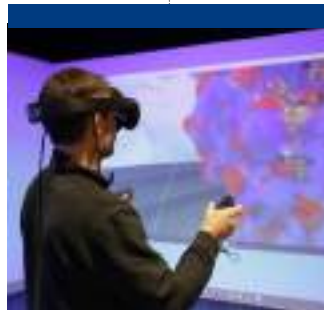
Community • Integrity • Student Success • Stewardship • Collaboration

## 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

Strategic



Direction

# Enhancing Our Student Experience

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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.





## Laurentian continues steady enrolment growth

Laurentian released preliminary enrolment figures for the Fall 2025 term, showing that the overall student headcount remained consistent year-over-year. This stability was driven largely by a resurgence of interest from domestic students, with domestic enrolment rising by 8%. Notably, the university reported a historic milestone in its bilingual mandate, with 27% of the student population studying in a French language degree program, the highest proportion in the university's history.

While the domestic growth was a positive indication of a recovering reputation and strong community ties, it was counterbalanced by shifting global trends. Consistent with the broader sector, Laurentian saw a decline in international enrolment, which decreased by 28%.

### Students excel at robotics competition in South Korea



At an impressive showing at the FIRA Roboworld Cup 2025 held in Daegu, South Korea, Laurentian University's Snobots and Roboparks teams brought home multiple awards.

#### Snobots team awards (composed of Laurentian University students):

- Adult-size category: 3<sup>rd</sup> overall in the All-Round event, 3<sup>rd</sup> in Manipulation (archery and basketball), 5<sup>th</sup> in Hybrid (mini-DRC - DARPA Robotics Challenge), and 3<sup>rd</sup> in Mobility (sprint, marathon, and obstacle run);
- Kid-size category: 5<sup>th</sup> overall in the All-Round event, 2<sup>nd</sup> in soccer, 4<sup>th</sup> in archery, 5<sup>th</sup> in mini-DRC, and 6<sup>th</sup> in sprint.

#### Roboparks team awards (composed of high school students trained in Laurentian labs):

- In Junior league: 1<sup>st</sup> overall in the All-Round event, 1<sup>st</sup> in weightlifting, 1<sup>st</sup> in spring, 1<sup>st</sup> in marathon, and 2<sup>nd</sup> in triple jump.

Laurentian Snobots and Roboparks teams are trained by a multidisciplinary research group within the University's Bharti School of Engineering and Computer Science's Intelligent Mobile Robotics Lab (LIMRL). The LIMRL's mission is to develop intelligent mobile robotic systems that can perceive, decide, and act in real-world environments. Through hands-on learning in programming, control systems, and robot design, students get valuable opportunities to engage in meaningful research, collaborating on projects that bridge theoretical development with real-world applications.





### | 7<sup>th</sup> Annual Goodman Gold Challenge

#### Eleven University Teams Compete in Goodman Gold Challenge

The 7<sup>th</sup> Annual Goodman Gold Challenge welcomed eleven teams from across the continent. In this realistic mining investment case competition, presented by Kinross Gold and organized by the Goodman School of Mines, teams of undergraduate students act as finance firms looking to invest in a mining company. Teams were tasked with evaluating and justifying which of three mining companies would make the best investment. More than just a competition, the three-day event brought opportunity for students to interact with industry experts.

#### Forensic Sciences students excel at national conference

Nine Masters of Forensic Sciences students from Laurentian University's School of Natural Sciences recently showcased their research at the 2025 Canadian Society of Forensic Science (CSFS) conference, held in Toronto (ON) from June 10 to 13, 2025. This national gathering is a cornerstone event in the field, attracting academics and professionals from areas of law, crime scene investigation, and the many fields relating to forensic sciences.

Two Laurentian students, Kristina Valle (Sudbury, ON) and Shaelyn Maloney (Brampton, ON), were honoured with Best Poster Presentation awards, a significant recognition at one of Canada's foremost forensic science events.



#### Laurentian University MBA Students Excel in International X-Culture Competition

Students from Laurentian University's Global Management MBA program, led by Professor Rana Haq, achieved remarkable success in the 2024 X-Culture project, a prestigious global business challenge that brought together more than 6,000 students from 171 universities across 47 countries. Over an intensive eight-week period, students collaborated in more than 1,100 global virtual teams, working across cultures and time zones to develop strategic business proposals for international companies. For the first time, Laurentian's MBA students participated in this real-world consulting experience, leaving a good impression with two teams being named Best X-Culture Teams, a distinction awarded to only a select few among thousands of participants.

#### Laurentian University student wins top award at Chemistry conference

Sonia Carrier, a fourth-year student in Laurentian University's Bachelor of Science, Spécialisation en Biochimie program, earned a top honour at the 53<sup>rd</sup> Southern Ontario Undergraduate Student Chemistry Conference (SOUSCC) held on March 29, 2025 at the University of Guelph. Carrier stood out among more than 150 student researchers, and was awarded one of two prizes for Best Presentation in the Biomedical/Medicinal Chemistry division.

The SOUSCC, a highly regarded annual event, brings together undergraduate students in chemistry, biochemistry, and related disciplines to share their research, engage in academic dialogue, and form lasting professional connections.



| SHAD Canada 2025

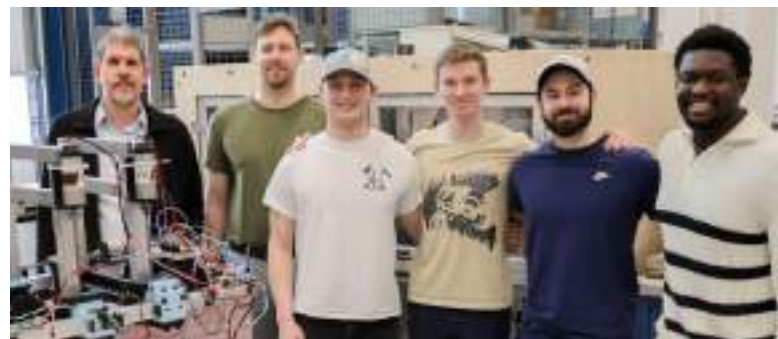


## Laurentian University hosts exceptional high school students from across Canada

Laurentian University concluded its third impactful year of hosting Shad Canada, a not-for-profit organization empowering Grade 10 and 11 students in science, technology, engineering, arts, and math (STEAM), alongside entrepreneurial thinking. Sixty-two exceptional Canadian high school students immersed themselves in Shad's transformative 27-day experience, reflecting Northern Ontario's unique cultural and linguistic landscape as they prepare to tackle social and economic challenges. Living in residence, students engaged in a dynamic schedule of academic lectures and hands-on workshops. Beyond the classroom, they explored the Greater Sudbury community, participated in enriching Indigenous teachings, and benefited from Laurentian's unique tri-cultural identity. Laurentian is the only institution among Shad Canada's partners to offer a bilingual program experience, providing a truly unique opportunity for its pan-Canadian cohort.

## Engineering Students Present Novel Method of Dismantling Sudbury's Superstack

A team of senior Engineering students from Laurentian University developed an innovative solution to a longstanding local engineering conundrum: how to safely and systematically dismantle towering industrial stacks like Sudbury's iconic Superstack. Inspired by the ongoing decommissioning of large smokestacks across North America, Laurentian Mechanical and Mechatronics Engineering students Tyler Marcon, Alex Giguere, Quinn Roos, and Emmanuel Mukwakwami designed and prototyped a robotic system capable of disassembling reinforced concrete stacks from the top down. Their project, which formed part of Professor Markus Timusk's Capstone Design course, earned top honours in the course's annual project awards.





### Voyageurs Athletics Awards Banquet

The Laurentian Voyageurs gave out their annual awards on March 26, 2025, recognizing players and teams for outstanding seasons. Basketball players Émilie Lafond and Nginyu Ngala were named the Female and Male Athlete of the Year, respectively. Point guard Cadence Pecore was named the Female Rookie of the Year, while another point guard, Brice-Philippe Fandio, and soccer defender Olly Sankar were named the Male Rookies of the Year. Head coach of the men's basketball team, Brandon Edwards, was named the Voyageurs' Coach of the Year, while graduating runner Keon Wallingford was honoured with the Voyageur Award, which is presented to a graduating student-athlete(s) who has excelled in the classroom, made outstanding contributions to their sport, made outstanding contributions to the community, and has been an ambassador of Voyageur Athletics throughout their University career.



### Laurentian University Basketball Stars Shine with Prestigious OUA Awards

In a testament to their dedication and athletic prowess, several talented basketball players from Laurentian University were honoured in 2025, with prestigious awards from the Ontario University Athletics conference, recognizing their exceptional individual performances throughout this past season. Women's basketball players Cadence Pecore (Porcupine, ON) and Émilie Lafond (Hanmer, ON) and men's basketball players Nginyu Ngala (Montréal, QC) and Brice-Philippe Fandio (Marseille, FRA) were all recognized for their achievements.

Pecore and Fandio were named to the OUA All-Rookie teams as well as Laurentian's female and male Rookie of the Year recipients, while Lafond and Ngala earned all-star spots and were named the Voyageurs' female and male Athletes of the Year.



Strategic Goals	Strategic Initiatives	KPI	2025 (baseline)
Build Strong Foundations for Student Success and Well-being	<b>Foundations for Success:</b> 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.	Graduation rate as reported to the Ministry of Colleges and Universities	73.08%
	<b>Extra-Curricular Experiences:</b> Enhance Laurentian's extra-curricular clubs and varsity and intramural athletics offerings to support student well-being.	Student participation in extra-curricular activities	<i>Phased in for later implementation</i>
	<b>Elevate Bilingual and Tricultural Experiences:</b> Integrate the bilingual and tricultural mandates into the Laurentian non-academic student experience and physical character.	Number of activities in French or bilingual activities	49
		Number of activities related to Indigenous content	33
	<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.	Graduate employment rate as reported to the Ministry of Colleges and Universities	96.33%
	Students graduating with an experiential learning and/or work-integrated learning experience	69.97%	
The Northern University of Choice	<b>Local and Indigenous Student Recruitment:</b> 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.	Student registrations year over year from the Greater Sudbury Area	2,528
	<b>Provincial &amp; National Recruitment:</b> Market the value of Laurentian's tight-knit learning community and marquee academic and research programs to prospective students across Ontario and Canada.	Student registrations year over year from Ontario (outside Greater Sudbury) and Canada (outside Ontario)	Ontario (excl. Sudbury): 3,448
			Canada (excl. Ontario): 1,071
<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.	Student applications and registrations year over year for international students	1,194	
Animate Laurentian's Campus Environment	<b>Campus Masterplan:</b> 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.	Percentage completion in the renewal and implementation of the Campus Masterplan	Planning underway

Strategic **2** Direction

# Energizing Our Academic and Research Mission

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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.





| Language Learning Centre

## Laurentian University opens new Language Learning Centre



Laurentian was proud to announce the official opening of its new Language Learning Centre (LLC), located in the Alphonse Raymond building. Designed to support the university's bilingual and tricultural learning environment, the LLC is a dedicated hub for improving French and English language skills. The Centre prioritizes serving francophone students and those seeking to perfect their French language competencies. The LLC is a space that facilitates social interaction and a sense of belonging among learners. With resources like board games, a karaoke system, and virtual reality, the Centre offers innovative and interactive opportunities to acquire and practice language skills. The LLC is open to students, faculty, staff, and community members, and may be booked for special events.

This project was made possible with the financial contribution of the Ministry of Colleges and Universities, Research Excellence and Security, and the Government of Canada under the Canada-Ontario Agreement on Minority-Language Education and Second Official-Language Instruction.

## Funding announced for the Institute for Northern Housing Innovation

Laurentian was proud to announce funding that will support the recently established Institute for Northern Housing Innovation, a bold new initiative dedicated to addressing Northern Ontario's housing and climate challenges through sustainable, affordable, and inclusive solutions. The Institute, housed within the McEwen School of Architecture, aims to address key challenges related to housing design and construction in Northern Ontario. Through community and industry partnerships, the Institute will act as a hub for knowledge exchange in pursuit of innovative solutions to make housing more accessible, sustainable and affordable, while contributing to the well-being of northern communities and transforming the housing and construction industry.

The Institute secured \$512,544 in funding from the Ministry of Colleges, Universities, Research Excellence and Security through the Training, Equipment and Renewal Fund (TERF). The Institute will be supported by an additional \$750,000 in combined funding from three key partners:

- \$450,000 from FedNor, through the Regional Homebuilding Innovation Initiative
- \$150,000 from the Greater Sudbury Development Corporation (GSDC)
- \$150,000 from Desjardins, through the Community Development Fund

The Institute for Northern Housing Innovation, located within Laurentian University's McEwen School of Architecture, will serve as a hub for research, training, and collaboration. Its mission is to develop and mobilize housing technologies tailored to the unique realities of Northern Ontario, with a strong emphasis on sustainability, low-carbon practices, and affordability.



| Northern Housing Innovation Funding Announcement



## Laurentian University inspires the next generation of innovators with “Electrifying the Future” workshops

Laurentian University’s Goodman School of Mines celebrated the success of its “Electrifying the Future” (ETF) program, a series of hands-on workshops that have been igniting elementary and secondary students’ interest in electric vehicles, mining, and battery science. The popular program ran throughout the summer, for youth and their families to get a taste of the electric vehicle (EV) supply chain, from mining to automotive.

This marks the third year that the GSM ran the ETF program, which first launched in 2023. Over the course of two years, it received \$730,000 in funding from the Ontario Vehicle Innovation Network; a division of the Ontario Centre of Innovation, funded by the province’s Ministry of Economic Development, Job Creation and Trade. The program has become a cornerstone of the GSM’s community outreach, and has received praise from participants and partners since inception.

## Graduate Program in Science Communication turns 20

This year marked the 20th anniversary of Laurentian University’s graduate programs in Science Communication, delivered in partnership with Science North, the first and only graduate degree of its kind in Canada. Since its launch in 2005, the program has trained more than 200 graduates who now work across the country and around the world, bridging the gap between science and society.

## Laurentian University and Cambrian College empower Indigenous youth in STEM and mining

The Goodman School of Mines at Laurentian University, in partnership with Cambrian College and community collaborators, wrapped up the Outland Youth Employment Program (OYEP) STEM & Mining Experience, which took place from August 4–7, 2025. This transformative event welcomed 25 Indigenous youth interns for an immersive exploration of science, technology, engineering, and mathematics (STEM), mining innovation, and Indigenous knowledge in the heart of Greater Sudbury. The interns joined the program from their home communities, including:

- Timiskaming First Nation
- Apitipi Anicinapek Nation
- Attawapiskat and Attawapiskat First Nation
- Fort Albany and Fort Albany First Nation
- Mattagami First Nation
- Moose Cree and Moose Cree First Nation
- Wikwemikong First Nation
- Beausoleil First Nation
- Naujaat, Nunavut - Inuit Repulse Bay

Previously hosted in Timmins (ON), the 2025 experience was reimagined to spotlight Sudbury’s global strengths in mining, post-secondary education, and Indigenous culture. The event offered hands-on learning and mentorship aimed at inspiring the next generation of Indigenous leaders in STEM and resource industries.





## Courtney Lessel Honoured with Dr. Dan Archambault Research Service Award

Courtney Lessel was awarded the Dr. Dan Archambault Research Service Award for her invaluable contribution to research efforts at the Centre for Research in Occupational Safety and Health (CROSH). Courtney has been an integral part of Laurentian's research community since her time as a master's student from 2013 to 2016. A full-time CROSH staff member since 2016, she plays a key role in supporting students and faculty, advancing research excellence.

She has served on committees to support research and scholarship, including membership on the annual CROSHCon Organizational Committee and the CROSH Leadership Team, where she helps organize career-development opportunities for students. She also provides essential training on literature reviews and statistical analysis, guiding graduate and thesis students in their research endeavors.

Courtney represents Laurentian beyond campus, contributing to various external research initiatives, including the Northern Ontario Community Immunity Series and the Heat Stress Awareness Program Development Committee. She also serves on the Local Advisory Committee for the Occupational Health Centres for Ontario Workers (OHCOW).

## Ontario high school students earning course credits in Law and Justice at Laurentian University

Grade 12 students from Francophone high schools benefited from course offering in Law and Justice at Laurentian University, as part of a pilot project. Championed by the School of Liberal Arts and the Office of Francophone Affairs, the initiative enabled students in the pre-university (4U) stream to register for Introduction to Legal Studies (JURI1106) and Introduction to Criminal Law (JURI1107) courses. Eligible students were granted access to the courses at no cost, offering them valuable early exposure to postsecondary education. Upon completion of the experience, students received an official attestation from Laurentian University's Registrar which will allow these three-credit courses to be recorded on their official transcripts following their official enrolment to the University.

This project reflects Laurentian University's commitment to accessible, inclusive, and innovative education—particularly for Francophone learners. By bridging the gap between secondary and postsecondary education, the initiative not only empowers students but also strengthens the broader Francophone academic ecosystem in Ontario.

## MIRARCO Celebrates Grand Opening of New Piloting Facility for Mine Waste Biotechnology

MIRARCO Mining Innovation proudly celebrated the grand opening of its new piloting facility in October. The piloting facility will serve as a hub for applied research in bioleaching and bioprocessing, with the goal of extracting valuable critical minerals from legacy and emerging mine wastes while minimizing ecological impact, ensuring a more sustainable mining future.





## | B.Sc. in Environmental Solutions

### **Cambrian College and Laurentian University Strengthen Environmental Education Through New Degree Pathway**



Building on their history of productive partnerships, Cambrian College and Laurentian University signed a new Memorandum of Understanding (MOU) that will provide future students with the training needed for careers in environmental sciences. The agreement formalizes a unique collaboration that enables the creation of a new four-year Bachelor of Science (B.Sc.) in Environmental Solutions program offered at Laurentian University, which will integrate completion of a graduate certificate at Cambrian College.

Students enrolled in the B.Sc. in Environmental Solutions will complete years one, two and four at Laurentian University, while their third year will be spent at Cambrian College completing the Environmental Control Graduate Certificate program. Upon graduation, students will earn both a Laurentian University B.Sc. and a Cambrian College Graduate Certificate, preparing them with the academic and applied skills needed for today's environmental challenges.

### **Laurentian University's End-of-Life Doula Program Earns National Accreditation**



Laurentian University's End-of-Life Doula program has received national accreditation from the End-of-Life Doula Association of Canada, a recognition of the high-quality curriculum, expert instruction, and comprehensive resources. The micro-credential program is composed of four courses totalling 100 hours in length. Laurentian University's Centre for Teaching and Continuing Learning, which developed the program with the support of Home Hospice North, started offering the first introductory course in Spring 2023 until the program in its entirety was first offered in Winter 2024. In the year since the program started, there have been 12 graduates with another 20 learners currently in the program.





Dr. Tammy Gaber



### Dr. Tammy Gaber Receives Research Excellence Award

Laurentian University's Research Excellence Award was awarded to Dr. Tammy Gaber, Director and Associate Professor at the McEwen School of Architecture. Determined by a selection committee, this honour is given to a faculty member who has made outstanding and original contributions to their fields over the past five years, demonstrating academic leadership, securing external research funding, and advancing the university's research reputation on national and international stages. Her research has advanced architectural scholarship while providing mentorship to both undergraduate and graduate students, empowering the next generation of innovative designers and researchers.

### Northern Ontario students compete in MineOpportunity Challenge

Over 350 students from English and French high schools across Greater Sudbury and Espanola participated in a unique event allowing them to explore careers in the mining and automotive industries in fun and engaging ways. MineOpportunity has been played by local students for 20 years. This most recent event was the largest ever, welcoming grade 9-12 students from 6 English and 6 French schools to learn through play about the many facets of Canada's mining industry, from geology and engineering to governance and social responsibility. Teams of students worked together to make "money" by building mines, finding answers to industry-related questions, and completing hands-on activities to become the "wealthiest" team.



### Kenjgewin Teg and Laurentian University Agree to Collaborate to Advance Educational and Research Priorities

With a shared vision to be leaders in Indigenous education and community building, Laurentian University and Kenjgewin Teg have joined together through a formal Memorandum of Understanding (MOU) that establishes a framework to advance academic programming, research, and community development. The agreement is rooted in mutual respect, trust, and a shared commitment to support students and communities through collaboration.

This MOU reflects a continuation and strengthening of the existing relationship between the two institutions. It provides a foundation upon which new joint initiatives will be built, including the co-development of courses and academic programs, research and innovation, and creating and mounting events to grow and share knowledge, such as seminars, conferences, and workshops. A fundamental underpinning for the relationship will be activities created by and for Indigenous communities.

The signing of the MOU supports Laurentian University's strategic priority of building up the communities it serves, particularly in Northern, Francophone, and Indigenous contexts. It also aligns with Kenjgewin Teg's ongoing efforts to strengthen Indigenous post-secondary education in Ontario.



**Laurentian University and Collège Boréal sign memorandum of understanding to strengthen francophone education and collaboration**

Laurentian University and Collège Boréal were proud to announce the signing of a new memorandum of understanding (MoU), formalizing their shared commitment to enhancing French-language postsecondary education and research in Northern Ontario and beyond.

This agreement reflects the enduring dedication of both institutions towards their Francophone mission and a willingness to collaborate with partners who share a vision for serving students and communities.

The MoU provides for the establishment of new educational pathways between the institutions and more formal partnerships aiming to:

- improve access to French-language studies, and increase the number of pathways available in French in the Sudbury region and Ontario;
- maximize and encourage synergy of French-language programming;
- alleviate the French-language labour shortage in northern Ontario;
- facilitate credit transfers between Collège Boréal and Laurentian University;
- offer pathways and program combinations that include both theoretical and practical approaches to better prepare students for the workforce;
- improve services to Indigenous communities in the region;
- enhance access for college students to French-language graduate studies (master's and PhD programs);
- promote collaboration on research projects in areas of mutual interest.

The agreement paves the way for ongoing discussions and exploring new collaboration opportunities. It demonstrates both institutions' commitment to innovation in higher education and to strengthening connections with the Francophone, Indigenous, and Northern communities they serve.





## Maamwizing Indigenous Research Institute opens new space

The Maamwizing Indigenous Research Institute (MIRI) opened its new space on September 30, the National Day for Truth and Reconciliation. Led by co-directors Candace Brunette-Debassige and Nicole Wemigwans, both Assistant Professors in the School of Indigenous Relations, MIRI's mission is to promote Indigenous perspectives in research and align Indigenous research initiatives with the needs of communities.

From the Anishinaabe term meaning 'people collaborating together', MIRI's name was chosen because it is intended to bring together researchers to pursue research that embraces Indigenous worldviews, provides a decolonial critique, privileges the voices of Indigenous communities, benefits Indigenous peoples, and develops Indigenous peoples as researchers.



## Dr. Isabelle Côté Launches New Research Institute

Dr. Isabelle Côté, Associate Professor at the School of Social Work, has launched the PEVC Institute (Protecting Children Against Domestic Violence) with research partner, Simon Lapierre, Full Professor at the School of Social Work at the University of Ottawa. This unique research and training initiative is dedicated to safeguarding children living in domestic violence situations, with a focus on intervention, prevention, and professional training.

The PEVC Institute was born out of Côté and Lapierre's five-year research project funded by a \$1 million grant from Status of Women Canada in 2019. Building on the solid foundation of evidence-based practices developed during this research, the Institute now operates with significant support from the Fondation Lucie et André Chagnon.



The PEVC Institute provides comprehensive training for francophone professionals in youth protection, law enforcement, women's shelters, perpetrator intervention programs, and legal services. Community service professionals learn best practices directly from the researchers through a four-day training program. Participants learn to handle complex cases of domestic violence, focus on the safety of children and their mother, and better understand accountability for perpetrators.

The PEVC model was successfully implemented in three pilot regions of Quebec, sparking interest from additional regions. Now offered in seven regions in both English and French, PEVC continues to expand to meet the needs of communities. The Institute has trained a growing number of police officers, lawyers, prosecutors, and social service providers throughout Quebec.

Strategic Goals	Strategic Initiatives	KPI	2025 (baseline)
Invest in Faculty Career Development and Success	<b>Prioritize Faculty Development:</b> Develop and implement a comprehensive professional development policy and program to support Laurentian faculty success at all stages of careers development.	Faculty participation in available professional development opportunities	<i>Phased in for later implementation</i>
Expand Academic and Research Excellence in Areas of Northern Impact	<b>Northern Excellence (Mining and Critical Minerals, Health and Social Well-being, 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.	Student enrolment in focus area programs	53.94%
		Total sponsored research	\$32,130,333
Enhance Francophone and Indigenous Program Offerings and Partnerships	<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.	Student enrolment in Indigenous programs	429
		Student enrolment in courses with Indigenous content	2,012
	<b>Francophone Education Leadership:</b> 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.	Student enrolment in programs offered in French	2,249
		Number of francophone pathways with post-secondary partners	20
Integrate Inter-disciplinarity and Tricultural Learning into Degree Programs	<b>Triculturally Differentiated Graduates:</b> 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).	Student enrolment in courses with Indigenous content	2,012
		Student enrolment in courses offered in French	14,982
	<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.	Students graduating with an experiential learning and/or work-integrated learning experience	69.97%

Strategic



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.





50<sup>th</sup> anniversary celebration of the Franco-Ontarian flag

### Laurentian University celebrates 50 Years of the Franco-Ontarian flag

September 25 was a significant day on campus as the Laurentian community celebrated the 50th anniversary of the Franco-Ontarian flag. Laurentian University is a leader in French-language program delivery, with 35 programs and 106 program pathways. With 1,950 students enrolled in French-language programs, and close to 2,500 Francophone students attending the University, Laurentian fosters a thriving, inclusive academic environment.

A number of dignitaries were on campus for the event, including Minister Nolan Quinn, Minister Caroline Mulroney, Leader of the Opposition Marit Stiles, local MPPs Jamie West and France G  linas, local MP Viviane Lapointe, and French Language Services Commissioner Carl Bouchard. The day opened with speeches in the Parker Atrium, followed by a sacred fire in front of the building. In the afternoon, a pizza lunch was served in the AEF offices, followed by a free concert by the Bilingual Boys. Laurentian was also pleased to host hundreds of local students from Francophone high schools, who celebrated the flag in Founders' Square.

Thanks for this very successful event go out to the Association des   tudiantes et   tudiants Francophones (AEF), which planned the program and organized the event together with several units including the Bureau des affaires francophones, the Marketing Department, the President's Office, Ancillary Services, and many others.

### Laurentian University students succeed in Summer Company Program

Several Laurentian University students spent the summer turning their business ideas into reality, thanks to a key partnership with the city of Greater Sudbury's Regional Business Centre. The University's Foundry provided two exclusive grants to the 2025 Summer Company program, celebrating a record 16 student entrepreneurs who launched their own businesses.

The Foundry's support was particularly instrumental in enabling two international students to participate, which helped to foster a diverse and innovative entrepreneurial landscape within the City's program. The other 14 entrepreneurs are funded through the Government of Ontario's Summer Company program. The program provides students with training, mentorship, and start-up grants of up to \$3,000. It also provides them hands-on experience needed to build a business from the ground up— from crafting business plans and managing finances, to marketing and sales.

## Continuation of the Varsity brand review

The first phase of the varsity brand review project was completed in 2024 and included broad engagement with both the University community and the local community. The next phase, which was completed in 2025, involved exploring a brand identity that best reflects our values and mandate while enhancing our student and varsity athlete experience.

As part of this second phase, the broader University community was invited to submit suggestions on varsity team name, visual representation, mascot, cheer, and other experiential components that they feel capture the essence and spirit of who we are as a University community. These ideas could include best practices experienced elsewhere or brand-new ideas to explore.

Further consultation will be conducted in 2026 to conclude the project.

## Ted Nolan welcomed to Laurentian for National Indigenous Peoples Day celebration



National Indigenous Peoples Day (NIPD) recognizes and celebrates the cultures and contributions of First Nations, Inuit, and Métis peoples of Canada. Annually observed on or near June 21<sup>st</sup> because of the significance of the summer solstice as the longest day of the year, it offers learning opportunities to appreciate the richness and diversity of Canada's Indigenous peoples.

This year's event is hosted in the Indigenous Sharing and Learning Centre, and began with a Sacred Fire.

In addition to opening and closing remarks by members of Laurentian's leadership team and an insightful presentation from the Truth and Reconciliation Taskforce, this year's keynote speaker was Ted Nolan (Ojibwe, Garden River First Nation), former National Hockey League (NHL) player, NHL coach of the year and international coach and author. Nolan spoke about the power of perseverance and how to overcome obstacles by never giving up. His message of resilience aligned with the University's shared vision—to uplift Indigenous voices, foster healing, and move forward together with strength, purpose, and hope.



## IAMGOLD and Laurentian University Announce \$2.5M Innovation Fund

Laurentian University was pleased to announce, in partnership with IAMGOLD Corporation ("IAMGOLD"), the creation of the IAMGOLD President's Innovation Fund for Strategic Investment. This \$2.5 million initiative will support academic and research projects that aid in the implementation of the University's strategic priorities while driving innovation in mineral resources and mining education and research.

This unique fund will enable ideas to become reality and shape the future of many industries through groundbreaking research and innovation. Opportunities will be created for projects in multiple areas including:

- Environmental opportunities, such as emissions reduction, water stewardship, biodiversity support, and tailings management.
- Social opportunities, such as student/community engagement, workforce training, and development.
- Reconciliation with Indigenous peoples.
- Campus-wide opportunities, fostering collaboration and innovation.

The fund will also support themes from the Strategic Plan, including: Northern Excellence in Mining and Critical Minerals, Institutional Collaboration, and Partnership priorities, reinforcing Laurentian's bilingual and tricultural identity while supporting diverse and equity-deserving groups. It will support projects up to a maximum of \$250,000 per year, for a maximum of two years.



### Laurentian University receives \$2 million gift from the Joyce Family Foundation

Laurentian University was proud to announce a \$2 million gift from the Joyce Family Foundation. The newly established Joyce Family Foundation Endowment will provide renewable, transformational bursaries to undergraduate students from Northern Ontario who demonstrate financial need and resilience in overcoming barriers to education. Established by renowned Canadian entrepreneur Ronald V. Joyce (1930-2019), the Joyce Family Foundation is dedicated to improving the well-being of children and youth by providing opportunities that empower them to succeed. Each bursary will be valued between \$6,500 and \$8,000 annually, renewable for up to four years of study, provided the student maintains satisfactory academic standing.

### Shingwauk Kinooamaage Gamig and Laurentian University Formalize Partnership Through Memorandum of Understanding

Shingwauk Kinooamaage Gamig (SKG) and Laurentian University strengthened their longstanding relationship through the signing of a renewed Memorandum of Understanding (MOU), reaffirming their shared commitment to Indigenous-led education, reconciliation, and the revitalization of Anishinaabe knowledge systems. The MOU outlines a shared vision anchored in reciprocity, relational accountability, and ethical space between Western and Indigenous knowledge systems. The agreement highlights a commitment to co-creating educational opportunities, supporting student success, and upholding Indigenous sovereignty in education.

A key component of the renewed partnership includes ongoing collaboration connected to the Preservation Project related to the Huron-Robinson Treaty settlement, for which SKG and Laurentian University were designated repository partners by the Ontario Superior Court in 2021. The MOU reaffirms both institutions' dedication to protecting Indigenous Knowledge in accordance with cultural protocols and ensuring the long-term accessibility of these significant historical documents.



Strategic Goals	Strategic Initiatives	KPI	2025 (baseline)
Build Northern Ontario's Economic, Social, and Environmental Sustainability	<b>Connecting Local and Global:</b> 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.	Number of agreements with local government and Indigenous communities	<i>Phased in for later implementation</i>
	<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.	Number of affiliation agreements with post-secondary institutions to establish program or research relationships	20 academic
	<b>A Go-To Community Destination:</b> 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.	Annual ancillary revenue	Ancillary revenue: \$11,603,702.26
		Number of campus bookings by groups from outside Laurentian	1,170
		Number of community members (non-LU) who use Laurentian's non-academic physical assets	80 external bookings
Reimagine the Laurentian Varsity Brand	<b>Varsity Brand Aligned with Northern Values and Identity:</b> 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.	Regular reporting on the progressive phases of consultation, design and rollout of re-imagined varsity brand by Fall 2026	Phase 2 complete
Establish Strong Local and Global Industry, Alumni and Donor Networks	<b>Reconnect and Leverage:</b> 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.	Number of private research collaborators or sponsors	25
		Number of annual meetings with alumni and/or donors	61

Strategic **4** Direction

# Valuing and Supporting Our People

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



## Laurentian Faculty Honoured with King Charles III Coronation Medal for Outstanding Contributions

Laurentian University proudly celebrated the remarkable achievements of four esteemed members of the University community—Dr. Peter Beckett, Dr. Nadia Mykytczuk, Dr. John Gunn, and Martin Bayer—who were honoured with the prestigious King Charles III Coronation Medal. This accolade recognizes Canadians who have demonstrated exceptional dedication to their communities and service to the country.

A professor at Laurentian University for nearly five decades, **Dr. Peter Beckett** has been instrumental in transforming Sudbury's landscape. His pioneering efforts in environmental restoration have played a crucial role in combating years of ecological damage, leading to the region's renowned greening initiatives. Dr. Beckett's dedication to environmental education and restoration has not only revitalized local ecosystems but has also positioned Sudbury as a global example of successful environmental rehabilitation.

Serving as the President and CEO of MIRARCO (Mining Innovation, Rehabilitation, and Applied Research Corporation) and the Executive Director of the Goodman School of Mines at Laurentian University, **Dr. Nadia Mykytczuk** holds an NOHFC Industrial Research Chair in Biomining and Bioremediation and is a leading figure in biomining research and innovation. Her leadership extends beyond academia into community service, where she has been recognized for her commitment to advancing the mining sector, promoting women in mining, and fostering community engagement.

**Dr. John Gunn's** contributions span over four decades, beginning with his innovative research into acid rain's impacts on aquatic ecosystems. His findings and those of his colleagues were instrumental in shaping policies that reduced industrial emissions and led to significant biodiversity recovery in Sudbury. Dr. Gunn is the past Director of the Cooperative Freshwater Ecology Unit, and founder of the Vale Living with Lakes Centre, a hub for environmental research and community engagement. As a Canada Research Chair in Stressed Aquatic Systems over the past 21 years, he has fostered collaboration across academia, industry, and government.

**Martin Bayer** is a former Laurentian University Board of Governors member and is the present Chair of the Laurentian University Native Education Council. Martin Bayer is currently a practicing lawyer and partner with Weaver Simmons LLP.



## Laurentian University celebrates the inductions of two community members to the Royal Society of Canada

The Royal Society of Canada (RSC) announced its 2025 cohort of Fellows and College members, an honour that recognizes the country's most accomplished scholars, artists, and scientists. This cohort formally welcomes two members of the Laurentian community among the inductees: **Dr. Linda Ambrose** as Fellow to the RSC, and **Dr. Nadia Mykytczuk** to the College of New Scholars.

Election to the RSC is the highest honour an individual can achieve in Canadian intellectual life, with new Fellows and Scholars selected by their peers for making remarkable contributions to knowledge and to public life. While the distinction of Fellow is a lifetime honour for those who have reached the pinnacle of their career, the College recognizes the emerging generation of scholarly leaders, researchers, and artists—within 15 years of their doctoral studies or equivalent, for a seven-year term.



## Laurentian University Unveils Honorary Doctorates

Laurentian awarded four honorary doctorate degrees during the spring convocation ceremonies:



**Thomas (Tom) R. Greco** is a seasoned executive and board director with more than four decades of leadership experience across the consumer goods, retail, health care, and sports media sectors. A proud Canadian and graduate of Laurentian University's renowned Sports

Administration (SPAD) program, Tom credits his time in Sudbury as foundational to his leadership philosophy and enduring career in business.



**Dawn Madahbee Leach** is a proud member of the Aundeck Omni Kaning First Nation on Manitoulin Island in Ontario where she has served as a member of her community's elected Council. Since 1988, she has been General Manager of the Waubetek Business Development Corporation,

an Indigenous Financial Institution that provides financing and economic services to Indigenous entrepreneurs and First Nation communities throughout Northeast Ontario. Under her leadership, Waubetek has proudly invested more than \$160 million in nearly 4,000 Aboriginal businesses who experience a business success rate of 94%.



Over the course of nearly 30 years, **Kristan Straub** has cultivated a remarkable career spanning mineral exploration, operations, and executive management across diverse international landscapes. His profound expertise has led him to hold significant positions, including his current

role as CEO, Canada for Wyloo, working in partnership with several communities for the advancement and development of some of Canada's most important strategic mineral deposits. Prior to this, Kristan served as a valued member of Glencore Nickel's executive team as Vice President of Exploration. His global leadership also includes his tenure as President of Koniambo Nickel SAS in New Caledonia, a 51:49 percent joint venture majority owned by the local Kanak population.



**Luciano Galasso** is a respected business executive and community leader with extensive experience in finance, manufacturing, and corporate governance. Born and raised in Sudbury, Ontario, Lu is a proud graduate of Laurentian University, where he earned a Bachelor of Commerce

degree with cum laude distinction. He is a Partner with Zzen Group of Companies, a Vaughan-based firm with diversified operations spanning real estate, manufacturing, and transportation. Within the group, Lu holds the role of Chief Financial Officer for the manufacturing group and serves as Chairman of the Board of Titanium Transportation Group Inc.

### Dr. Sandra Dorman named amongst Top Women in Canadian Occupational Safety



**Dr. Sandra Dorman**, Full Professor in the Faculty of Health and Education at Laurentian University and Director of the Centre for Research in Occupational Safety and Health (CROSH), earned a Top Women in Canadian Occupational Safety award. A longstanding advocate of health promotion and disease prevention in occupational settings, Dorman was hired by Laurentian in 2003. She has been involved with CROSH since its launch in 2008 and became its Director in 2015.

Under her leadership, CROSH co-launched the innovative multidisciplinary mobile research lab, which travels to workplaces throughout Northern Ontario, providing, among other services, group training and private health consultations for workers. In recent years, Dorman has studied vaccine hesitancy in Northern Ontario workplaces and heat stress mitigation among mine workers. Dorman has also worked with wildland firefighters since 2007 to assess the impact of smoke inhalation, fatigue and fitness interventions, psychological risk factors and post-traumatic stress disorder, and, most recently, heat stress.



### Laurentian University Board of Governors Elects Jay Barbeau as New Chair

Laurentian University was pleased to announce that Jean-Pierre (Jay) Barbeau has been elected as the new Chair of its Board of Governors. Barbeau, who had served as Vice-Chair of the Board, assumed the role of Chair effective July 1, 2025. Barbeau has served as a volunteer at the board level since summer 2023.



# Transformation Program: 2025 Year in Review

The 2025 calendar year marked a period of significant momentum for Laurentian University's Transformation Program. Transitioning from planning to execution, the university successfully modernized key policies, administrative processes, and underlying technologies.



By December 2025, the program achieved approximately 30% completion of its total expected deliverables, setting a clear and efficient tempo for the year ahead.

## Transformation By the Numbers



**78 Deliverables achieved** – successfully finalized nearly 30% of the 268-deliverable transformation framework, marking the successful completion of the project's most complex diagnostic and design phases.



**100+ Staff and Faculty members collaborated** to provide subject matter expertise in designing meaningful solutions tailored to the needs of Laurentian University.



**80+ Operational processes mapped** with comprehensive gap analysis to redesign structures and implement intentional solutions that improve speed, accuracy, and user experience for staff, faculty, and students.

## High-Impact Project Accomplishments

**900+**

**900+** Tuition payments were successfully processed through the new credit card system in its inaugural month, providing students with a seamless, 24-hour self-service option.

**96%**

**96%** Increase over the previous three-year average of Spring Term confirmed registrants following the launch of the new micro-credential Instant Enrolment portal.

**130+**

**130+** Hours of manual administrative effort saved annually by transitioning to a consolidated Online Bank Payment processing method.

**82%**

**82%** decrease in vendors realized by auditing and rationalizing historical data in preparation for the new procurement system.



### Key Operational Milestones

**Payment Flexibility:** The launch of the credit card tuition payment option saw immediate uptake, processing over 900 payments in the first academic term alone.

**Accessible Micro-Credential Registration:** The launch of the Instant Enrolment portal for micro-credentials and non-credit programming extended the registration window and alleviated administrative burdens, directly driving increased enrolment.

**Student Card Modernization:** A significant upgrade to the OneCard system was completed, introducing digital functionality that allows students to manage funds via the 360U app and use the card for payments at all on-campus food services.

**Policy & Governance:** Fortified financial control environment by developing the Signing Authorization Policy and conducting comprehensive structural reviews setting the foundation for a modernized governance framework that ensures robust oversight and operational integrity.

**Talent Attraction:** Launched a comprehensive talent attraction strategy that highlights Laurentian University's Tricultural mandate and uniquely Northern brand, featuring redesigned digital and physical recruitment materials, including the careers webpage on laurentian.ca.

**Data Integration:** Successfully implemented data integration software, creating a "data highway" to enable seamless information flow between administrative and academic applications.

### Laurentian University completes sale of real estate assets to Province

The sale of real estate assets to the Province of Ontario was completed on August 28, 2025. This was a critical and necessary step in implementing the Plan of Arrangement negotiated with creditors and in exiting the CCAA process.

As outlined in the Plan of Arrangement, the list of real estate assets includes:

- East Residence
- Northern Ontario School of Medicine/ Health Sciences Building
- Security and Maintenance Building with parking lots 2 & 3
- Parking lot 15 (the "Pit"), with the exclusion of the Apology Cairn site
- Willet Green Miller Centre (land only) and vacant adjacent lands
- Additional institutional lands (adjacent to NOSM U– South Bay Road)
- Vale Living with Lakes Centre and Watershed Building (sale previously completed)

An agreement to lease three properties back from the Province was also finalized. This allowed Laurentian University to continue to benefit from the use of the facilities and to support financial stability with certainty of costs moving forward. No changes are expected to the way in which our community uses these facilities.

Strategic Goals	Strategic Initiatives	KPI	2025 (baseline)
<b>Cultivate a Supportive and Inclusive Team Culture</b>	<b>Value 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.	Number of internal and external staff and faculty excellence award winners	18
		Number of staff and faculty with more than 5 years of service	<i>Phased in for later implementation</i>
	<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.	Annual reach for earned media and social media	<b>Earned media:</b> 11B impressions <b>Social media:</b> 12,169,937 impressions with 54,484 engagements
		Traffic volume to news section of website	32,858 user visits with 50,970 views of news items
	<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 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.	Number of events held and event attendance	<i>Phased in for later implementation</i>
<b>Take Care in Developing Our People</b>	<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).	Professional development budget spent per staff FTE	<i>Phased in for later implementation</i>
	<b>Strengthen Competitiveness for Talent:</b> 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.	Implementation of new recruitment and onboarding process	Underway
		Completion of compensation review market assessment	Complete
<b>Support LU Leaders in Driving and Sustaining Transformation</b>	<b>Operational Transformation:</b> 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.	Percentage of plan completed	29.5%
<b>Drive Excellence in University Governance</b>	<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 the Senate as the governance body responsible for academic policies, regulations and standards for degree programs.	Number of joint Senate and Board activities	1
		Number of reports and updates presented to Board and/or Senate	1
	<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.	Number of strategic plan updates presented to Board and/or Senate	2



**Laurentian** University  
Université **Laurentienne**

Laurentian University Strategic Plan  
**KEY PERFORMANCE INDICATORS 2025**

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[laurentian.ca/strategic-plan-2029](http://laurentian.ca/strategic-plan-2029)  
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