

University of
Lethbridge



DESTINATION 2020

VISION & STRATEGY



Alberta's Destination University. **Make it yours.**



WHERE WE ARE GOING

We will be Canada's destination for all who seek a comprehensive, liberal education-based university that promotes a diverse and inclusive environment and inspires research-informed teaching and learning, creative discovery, scholarship, professional endeavor, experiential opportunities, and community engagement.



The University of Lethbridge is Alberta's Destination University. Founded in 1967 on traditional Blackfoot land, we are a community that fosters an atmosphere of discovery, a welcoming place where students and faculty have the freedom to think, create, and explore together. People are the essential resource of our institution; they define our university and are our greatest strength.



WHO WE ARE

We are committed to the individual student as a person of ultimate worth. Our students learn within and beyond the classroom in a research-intensive environment that offers connections with the diverse communities we serve. Students are taught by inspired scholars who integrate research and creativity with teaching.

Our motto, *Fiat Lux* (“Let There be Light”), and our founding principle of liberal education, continue to define and inspire us. We are committed to being the comprehensive academic and research university in Alberta that empowers individuals with broader knowledge that prepares them to think critically and creatively, communicate clearly, solve complex problems, and contribute fully to society. We give people more

than an education: we give them a life trajectory and the tools to make a difference.

High quality is central to all that we do. Our commitment to maintaining high quality undergraduate and graduate academic programs is important to fostering a better society. High quality instruction and teaching are essential to our commitment to quality, as are the vibrant programs of research and creative activity that are a differentiating feature of our institution and a central part of our culture as a Comprehensive Academic and Research Institution. High quality facilities and services support our institution and its students, staff, and academic staff.

The University of Lethbridge was born from the needs and aspirations of our local communities,

and so access to our university is a foundational value. We are committed to providing student access to our high quality academic programs throughout the province, without creating unnecessary financial barriers. Community engagement with our university (and vice-versa) and the community use of our facilities are important to us.

Our liberal education foundation, combined with our student focus and research and creative excellence, enables a distinctive student experience across three campuses in Alberta – Lethbridge, Calgary, and Edmonton. The result is engaged citizens, who are intent on understanding relevant issues and on improving our region, our country, and our world.

*“at the basis of both our academic objectives and our structure will be a commitment to the individual student as a person and as of ultimate worth.” Sam Smith, first President of the University of Lethbridge, Address to Students of Summer Session: The Goals of the University and a Concern for Students as Persons: Mutually Exclusive or Interdependent?, August 1, 1967.

WHY WE EXIST

The University of Lethbridge exists to build a better society and inspire the minds of tomorrow:

- We create, discover, disseminate, and apply knowledge through free and critical inquiry and excellence in basic and applied research of regional and global impact.
- At the undergraduate and graduate levels, we develop creative discoverers and independent learners, who understand their responsibility for critical thinking and scholarship.
- We prepare students for their personal and professional paths.
- We encourage and nurture creative expression.
- We pursue community engagement.
- We value, encourage, and celebrate the talents and efforts of our students, faculty, staff, and alumni.



OUR FUNDAMENTAL PRINCIPLES

Our commitment to society

- We adopt a global perspective and cultivate responsible citizens who contribute to building better societies.
- We encourage and protect free inquiry and expression, and model collegial and civil debate, dissent, and controversy to critically explore and resolve issues.
- We share with our communities our research, scholarship, creative activities, facilities, resources, and initiatives, involving our communities wherever possible. This helps us anticipate and respond to societal needs.
- We promote diversity and gender equity, and ensure equal opportunity for participation.
- We are committed to collaborating with First Nations, Métis, and Inuit peoples and communities to ensure that our partnerships, and ensuing programs, meet the needs of these communities.

Our commitment to creativity, inquiry, and discovery

- We believe in academic freedom.
- Research and acquiring knowledge are inherent societal goods and ends in themselves.
- We encourage and support research, scholarship, critical inquiry, and creative performance, in all areas in which we teach, and in areas of special relevance locally, nationally, and globally.
- We conduct research in many forms, including that with the broadest scope and longest term, and communicate the outcome of these efforts.
- Wherever appropriate we connect our research and scholarship to the needs and aspirations of the communities we serve. We sustain, and provide access to, the scholarly resources and knowledge base needed for research, scholarship, and creative activity.

Our commitment to students

- We offer students a liberal education, the best preparation for their future, which provides a wide base of knowledge and promotes academic skills that students can apply broadly.
- We are student-centred, and help students achieve their full potential by facilitating their intellectual growth and personal excellence in an atmosphere of engagement within and beyond the classroom.
- We are a comprehensive university, offering excellence in undergraduate and graduate university education, and striving for a balance between our focus on teaching and our commitment to research, scholarship, and creative activities.
- We promote effective teaching and learning, applying face-to-face learning, experiential learning, and online and distance learning where those delivery modes make the best sense.
- We strive for inspirational teaching and learning, which takes place in an environment of respect, free from discrimination.
- We expand horizons and develop a global mindset, educating our students to become citizens of a complex society, capable of making important contributions.

Our commitment to responsible action

- We emphasize ethical action and are environmentally, socially, and financially responsible.
- We practice procedural fairness and act in accordance with all applicable codes of professional and ethical practice and conduct.
- We use leading technology effectively, to facilitate and enhance learning and research relationships among students, faculty members, and other university stakeholders.



STRATEGIC DIRECTIONS

STRATEGIC DIRECTION:

Excel as a comprehensive university

We will evolve as a comprehensive university that offers a wide range of undergraduate and graduate programs, advances knowledge through significant research programs, and encourages excellence in teaching, while staying true to our founding ideals of student-centred, liberal education. We will address the issues facing society in the 21st Century and be a centre for critical thought and dialogue, bringing people together to foster

discussion and seek creative solutions. We will develop, promote, engage, and advance internationalization. The Destination Project and the revitalization of University Hall, in addition to their profound impacts on the sciences and other academic pursuits, will be key in these endeavours.



STRATEGIC DIRECTION:

Inspire and support student potential

We are committed to offering students an enriching experience with the rigour of a comprehensive academic and research university. At both undergraduate and graduate levels, we will strive to advance students as knowledge makers and as global citizens with international and intercultural skills and knowledge. All members of the university community can contribute to supporting student success and to creating a student experience that is healthy, safe, and

well-rounded. We will ensure that students remain central and that we find the best ways to embody the idea of the individual student as a person of ultimate worth by immersing them in a personal and engaging learning environment, which strives to move beyond the classroom through experiential learning. Our professional programs will excel in combining depth of knowledge with breadth of practical experience.

STRATEGIC DIRECTION:

Promote access to quality,
affordable post-secondary
education



Calgary Campus



Edmonton Campus

Society as a whole benefits from an educated populace. We will find ways to give access to our educational programs for as many qualified individuals as possible and we will ensure the education we provide is of a high quality.

Our three campuses will find ways to improve educational pathways locally, nationally, and internationally, so that obtaining a post-secondary education is as seamless as possible.







STRATEGIC DIRECTION:

Build internal community and
enhance relationships with
external communities

We will develop an internal community that is diverse, inclusive, and welcoming. We are fully committed to the University of Lethbridge as a pan-Alberta public institution that offers its expertise, facilities, and services for the

benefit of the communities it serves. We will find ways to make further connections with all our communities, locally, nationally, and internationally.

STRATEGIC DIRECTION:

Enhance the sustainability of the University

We commit to taking action on the education, research, policy formation, and information exchange necessary to advance sustainability.

We will incorporate the three facets of sustainability—environmental, economic, and

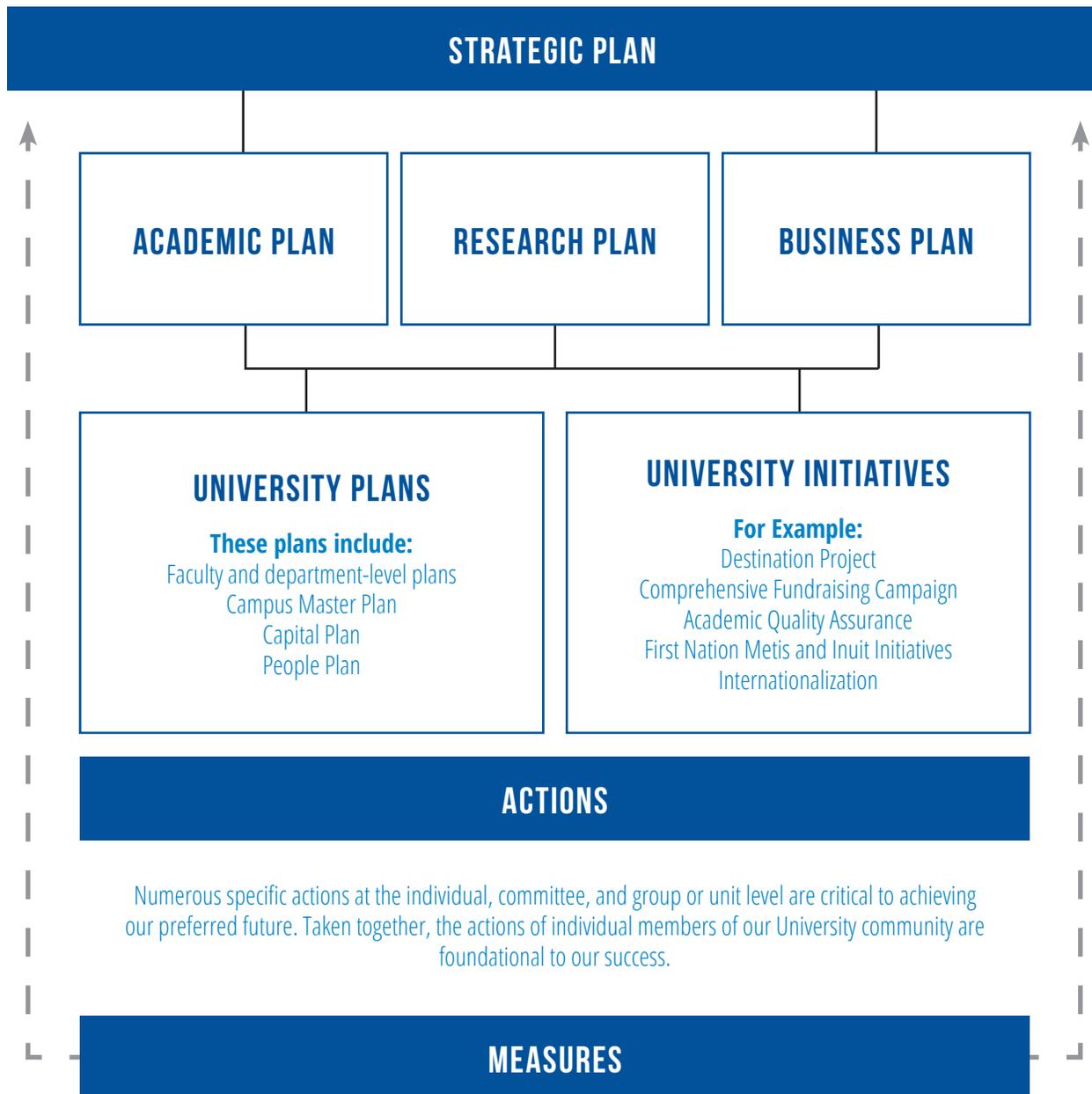
social responsibility—into all aspects of our institution, and communicate these efforts for the benefit of all.



Connecting to Action

The University of Lethbridge strategic plan is a comprehensive framework. It is not intended to document the many ways in which it will be put into practice. The strategic plan will be

implemented through the specific goals and outcomes of various plans and initiatives, and through numerous actions at various levels of the university.



Measures

We will be accountable for delivering on the strategic plan by ensuring regular reporting of performance measures. Measures will track progress related to the vision and priorities of the strategic plan. There are also specific actions and related measures in the Academic,

Research, and Business Plans, which track progress at a more detailed level. The following measures will evolve during the life of the Strategic Plan and may include, but are not limited to:

COMPREHENSIVE UNIVERSITY

- Size and mix of students (undergraduate, masters, doctoral, and post-doctoral).
- Qualifications of faculty and staff (degrees, professional designations).
- Quality and impact of research (awards, honours, distinctions, endowed and/or sponsored research chairs, patents, publications, research rankings).
- Research productivity (sponsored research income, research intensity, publication intensity).

STUDENT EXPERIENCE AND ACCESS

- Completion rates.
- Satisfaction with quality of education and teaching.
- Student diversity.
- On-campus experience (events, residences, clubs).
- Opportunities for experiential learning.

COMMUNITY

- Alumni success and engagement in the university.
- Community participation in the university.
- Outreach activities in the community.
- Interdisciplinary research activity.
- Diversity and gender.

SUSTAINABILITY

- Endowment fund balance.
- Campus Alberta grant, university revenue and expenditures.
- Deferred maintenance/Facilities Condition Index.

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