

2016-2021
STRATEGIC
PLAN



INTRODUCTION

We are pleased to present Algoma University's 2016-2021 Strategic Plan. Having recently celebrated our 50th anniversary, this plan is timely as it provides a way to look forward while reflecting on the significant accomplishments of the past and the challenges of the future. This rolling plan will guide us for the next five years, and will be revisited regularly as we develop and refine strategies to meet the strategic objectives and goals set out in the plan.

The present time is filled with opportunity for post-secondary institutions in Northern Ontario as the region continues its transition from a resource-based to a knowledge-based economy. Universities are vital in driving innovation and social change to support this transition. Algoma University plays a critical role in supporting sustainable societies and improving quality of life in the Algoma region. These contributions are anchored by the creative ways in which Algoma University partners with other organizations, institutions, and communities.

As the smallest university in Ontario, Algoma University has an unprecedented advantage in its ability to deliver excellence in student-faculty interaction, undergraduate research opportunities, and experiential learning. The history and location of the University on the site of the former Shingwauk Indian Residential School provides the foundation for Algoma University to emerge as a leader in Anishinaabe (First Nations, Métis, and Inuit) learning, in particular through its partnerships with local and regional Anishinaabe groups.

The 2016-2021 Strategic Plan builds on the existing strengths of the University through a series of strategic objectives and goals. This is intended to be an action-oriented plan. There are specific measurable targets associated with each of the strategic objectives and goals against which progress can be measured. This plan is a road map for the significant work to follow over the next five years as the Algoma University community pulls together and engages with community and regional partners to leverage strengths and overcome challenges for the benefit of the Algoma region and Northern Ontario more broadly. We are excited to begin work on the objectives and goals set out in the plan.



Dr. Pedro Antunes, Chair
On behalf of the Facilitation Team

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Creation of the 2016-2021 STRATEGIC PLAN

Community consultations were central to the process used to create the 2016-2021 Strategic Plan. From January to May 2016, a series of facilitated consultation sessions were conducted in which feedback was gathered from a wide range of stakeholder groups: administration; the Algoma University Students' Union; alumni; Anishinaabe representatives; Board members; community representatives from education, research, development, and business; full- and part-time faculty; local politicians and community leaders; the Shingwauk Anishinaabe Students' Association; staff and faculty at extension sites; and support staff. These consultations had the goal of hearing the aspirations, dreams, and views on the future potential of Algoma University.

The 2016-2021 Strategic Plan represents a total of six months of intensive consultation and discussion with the community. In addition to the consultation sessions, 371 individuals provided input through an online questionnaire. Once a comprehensive draft of the plan was prepared, presentations were made to the entire University community and individuals were invited to provide additional feedback in this forum. Many also provided feedback through an online survey, personal emails, or in-person visits with members of the Facilitation Team. In total, over 500 individuals provided feedback.

One key idea that emerged from the feedback was the need to revisit the existing University vision and mission. The 2016-2021 Strategic Plan contains the new vision, mission, and values that materialized from the consultation process. This plan also includes the special mission as outlined in Bill 80, the legislation dissolving Algoma University College and creating Algoma University in 2008. The new vision, mission, and values grow out of the special mission in Bill 80.

The strategic objectives and goals identified stem from the priorities acknowledged through the consultation process. These priority areas are interdependent, and many initiatives will cover several of these directions. The objectives and goals in this plan establish the framework for our collective activities over the next five years.



Algoma University Act, 2008 S.O. 2008, C. 13.

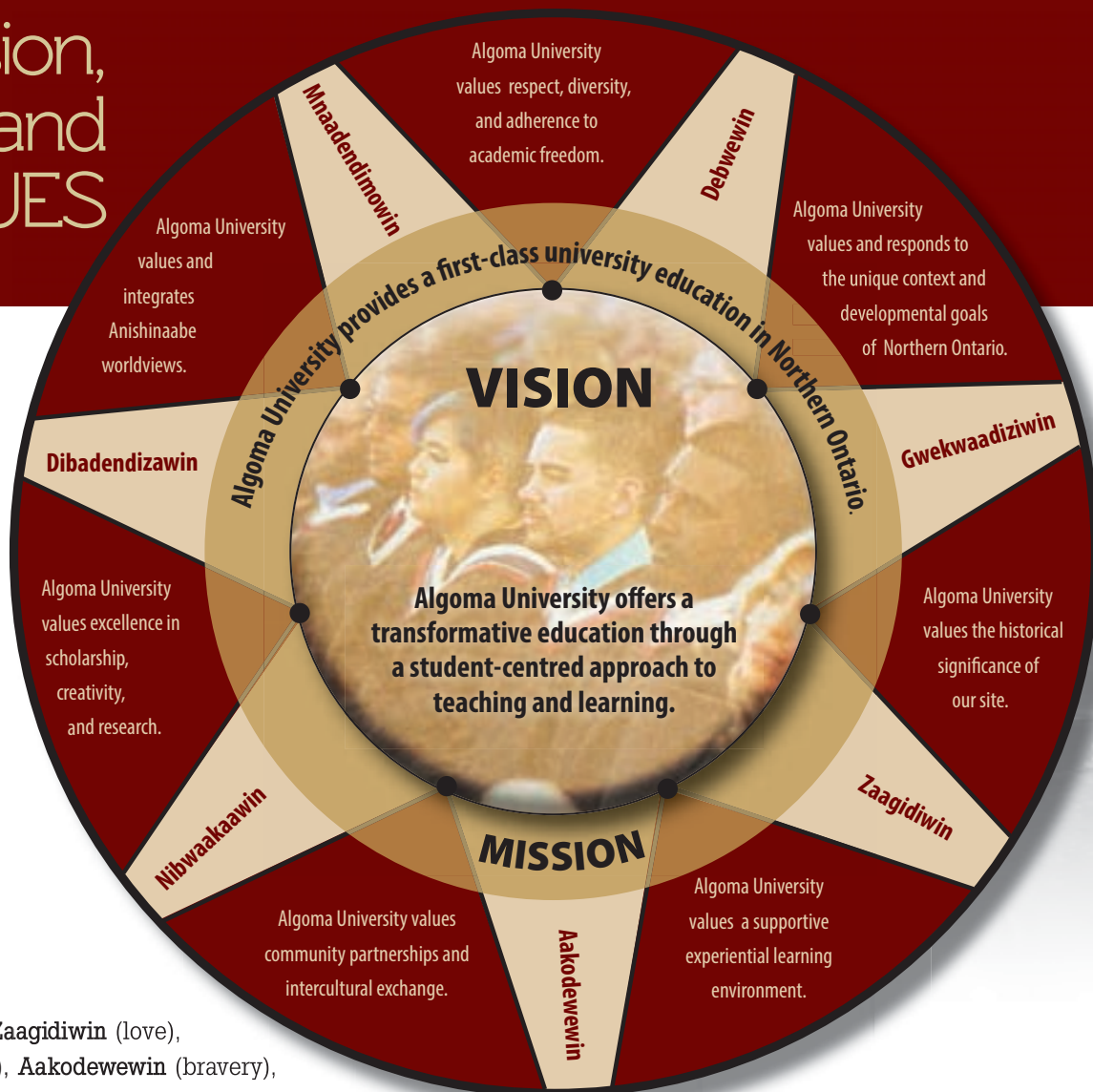
The objects of the University are the pursuit of learning through scholarship, teaching, and research within a spirit of free enquiry and expression.

SPECIAL MISSION

It is the special mission of the University to,

- a) Be a teaching-oriented university that provides programs in liberal arts and sciences and professional programs, primarily at the undergraduate level, with a particular focus on the needs of Northern Ontario; and
- b) Cultivate cross-cultural learning between Aboriginal communities and other communities, in keeping with the history of Algoma University College and its geographic site.

Vision, Mission and VALUES



Nibwaakaawin (wisdom), Zaagidiwin (love), Mnaadendimowin (respect), Aakodewewin (bravery), Gwekwaadiziwin (honesty), Dibadendizawin (humility) & Debwewin (truth) are the Seven Grandfather Teachings, commonly shared guiding principles of the Anishinaabe.

Strategic OBJECTIVES

Over the next five years Algoma University will focus its efforts on five strategic directions:

CAMPUS CULTURE: A dynamic hub for community and student life with spaces and activities that support inspired and engaged learning and a strong sense of pride. This strategic direction will be achieved in close collaboration with student leadership to ensure all decisions reflect students' needs.

VIBRANT PROGRAMS: An integrated suite of programming that is current, relevant, attractive, and aligned with students' expectations.

RESEARCH AND INNOVATION: A culture of research and innovation that leverages existing strengths and produces an exceptional student experience while contributing to the sustainability of the community and region.

ANISHINAABE INENDAMOWIN: A recognized leader in Anishinaabe learning through partnerships, the incorporation of Anishinaabe language and culture throughout the institution, and fulfillment of our special mission.

INSTITUTIONAL EXCELLENCE: A talented community of lifelong learners in which students, faculty, staff, and administration work together to engage in planning, professional development, and the generation of revenue that supports fiscal stability and clear institutional identity.

1

Campus CULTURE

A dynamic hub for community and student life with spaces and activities that support inspired and engaged learning and a strong sense of pride. This strategic direction will be achieved in close collaboration with student leadership to ensure all decisions reflect students' needs.



OBJECTIVE 1.1:

Algoma University is a dynamic hub for community and student life

- Create space that meets the needs of students, supports innovation, experiential learning, and linkages with the community.
- Co-locate services that are similar in mission to ensure prompt, appropriate, and consistent service to students.
- Enrich campus life by engaging the community and connecting students to the natural resources of the Algoma region.

OBJECTIVE 1.2:

Members of the Algoma University community have a strong sense of pride in their institution

- Provide regular opportunities for students, faculty, staff, and administration to build authentic connections with each other.
- Develop and maintain a culture of respect through effective internal communications systems.
- Link students with employment and entrepreneurship opportunities that contribute to economic prosperity and track alumni career success.

OBJECTIVE 1.3:

Members of the Algoma University community are engaged and inspired in their studies, work, and extracurricular activities

- Enhance the first year student experience using the principles of strategic enrolment management with the goal of providing first year students a successful transition to university.
- Identify and utilize internal expertise to enrich the learning experiences of the Algoma University community.
- Enhance recreational intramural programming.
- Design and create the necessary supports that will recruit and retain varsity athletes.

OBJECTIVE 1.4:

Algoma University promotes a culture of internationalization

- Promote Algoma University as a destination of choice for an international experience.
- Enhance international support services and transition programming.
- Facilitate domestic student, faculty, and staff participation in outbound international opportunities.
- Centralize international student support.

2 Vibrant PROGRAMS

An integrated suite of programming that is current, relevant, attractive, and aligned with students' expectations.



OBJECTIVE 2.1:

Algoma University is a leader in teaching excellence

- Recruit and retain full- and part-time faculty who are highly qualified in their discipline.
- Develop systems to support the use of experiential and work-integrated learning in classroom settings and in overall curricular delivery.
- Assist students in accessing and using technology appropriately and effectively.
- Recognize excellence in teaching and learning.
- Utilize the wealth of resources unique to our campus including archives, research institutes, business incubators, and networks.

OBJECTIVE 2.2:

Algoma University characterizes and distinguishes itself by its Anishinaabe programming

- Create and sustain programming in Anishinaabe Studies.
- Reaffirm and strengthen linkages with Shingwauk Kinoomaage Gamig.
- Utilize the Shingwauk Residential Schools Centre archives in academic programming.
- Partner with Anishinaabe organizations and institutes to deliver programs in ways that meet the needs of, and expand access for, Anishinaabe learners.
- Encourage to the extent possible the integration of Anishinaabe teachings, worldviews, and ways of learning in all disciplines, while minimizing content overlap.

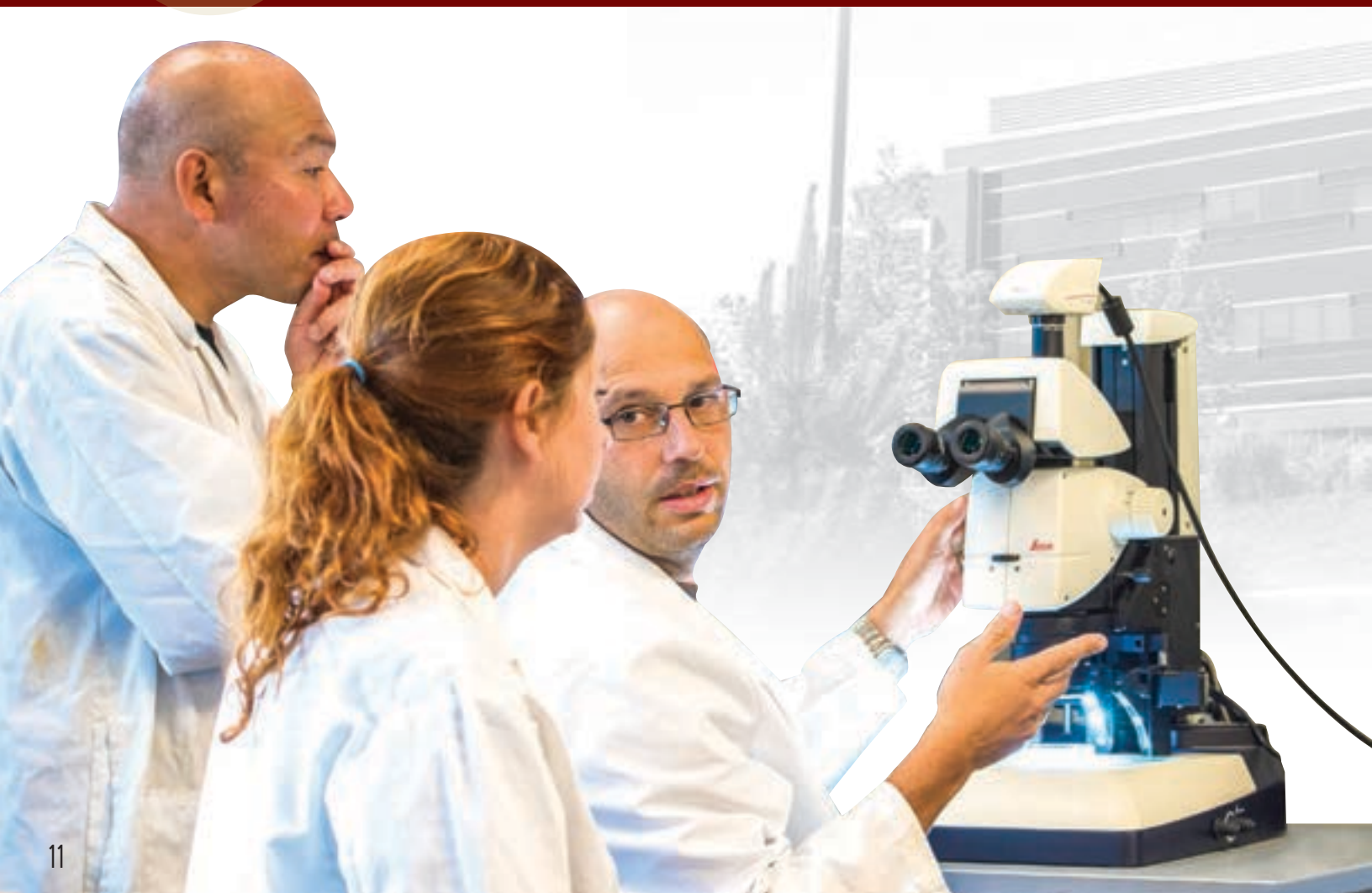
OBJECTIVE 2.3:

Algoma University has an integrated suite of relevant programming that is linked to the broader community

- Review ways in which programs, courses, and learning experiences are communicated to prospective students.
- Examine high-demand inter-institutional programming that builds on existing strengths.
- Plan for the development of graduate programming.
- Develop strong transition programming to support access for all learners.
- Research student demand for degrees in emerging fields, particularly in areas that incorporate existing courses.
- Strengthen and diversify program offerings at extension sites.
- Establish and strengthen pathways to and from colleges and universities.
- Strengthen and expand access to programming through the use of technology-enhanced learning, and in particular online learning.

3 Research and INNOVATION

A culture of research and innovation that leverages existing strengths and produces an exceptional student experience while contributing to the sustainability of the community and region.





OBJECTIVE 3.1:

Algoma University capitalizes on scholarship and research to enhance student learning, support faculty growth, and contribute to local economic development

- Increase institutional research support through the establishment of a research office.
- Put in place funding supports to facilitate grant applications and build a culture of research around all four research clusters.
- Promote research initiatives and develop partnerships that respond to local community needs, including Anishinaabe communities.
- Increase awareness of research and creative production successes through events and activities.

OBJECTIVE 3.2:

Algoma University cultivates a culture of research and innovation among students and faculty to promote career readiness

- Evaluate existing academic programs and include research opportunities where possible.
- Promote interdisciplinary research among faculty members through the Algoma University Research Fund.
- Establish national and international agreements with colleges, universities, government research organizations, and private sector companies fostering undergraduate research opportunities and faculty research innovation.

4 Anishinaabe INENDAMOWIN

A recognized leader in Anishinaabe learning through partnerships, the incorporation of Anishinaabe language and culture throughout the institution, and fulfillment of our special mission.





OBJECTIVE 4.1:

Algoma University is recognized as a leader in Anishinaabe learning in Canada

- Implement the Truth and Reconciliation Commission of Canada's Calls to Action relevant to post-secondary institutions.
- Provide education on the history of the site to all members of the Algoma University community and the general public.
- Enhance cross-cultural competencies of faculty, staff, students, and administration.
- Profile Anishinaabe student graduates and success stories.
- Create a new facility for the practice of Anishinaabe culture that would allow the Algoma University community to participate in traditional and/or ceremonial practices.
- Implement a formal process to study the concept of indigenization that will lead to formal recommendations for action.
- Develop policies and plans to incorporate the use of Anishinaabemowin and Anishinaabe cultural imagery on campus and in communications materials.

OBJECTIVE 4.2:

Algoma University strengthens its relationship with Shingwauk Kinoomaage Gamig through the Covenant

- Reinstitute the Joint Working Group with a mandate to operationalize the realization of the Covenant.
- Hold regularly scheduled Joint Working Group meetings to address issues of mutual concern.

5 Institutional EXCELLENCE

A talented community of lifelong learners in which students, faculty, staff, and administration work together to engage in planning, professional development, and the generation of revenue that supports fiscal stability and clear institutional identity.



OBJECTIVE 5.1:

Organizational Alignment

- Ensure that the objectives and goals of the Strategic Plan are enacted, clearly defining the academic and student experience that Algoma University will provide to students.
- Include student voices in all institutional planning and benchmarking.
- Conduct annual planning, including budget, human resources, and capital plans, across the University and based on the strategies and goals laid out in the strategic plan.
- Develop and prioritize institutional benchmarks.

OBJECTIVE 5.2:

Generation of Non-Tuition Revenue

- Apply for government grants in priority areas as identified in the 2016-2021 Strategic Plan.
- Run targeted fundraising campaigns to fund special projects (capital or programming).
- Run an annual fundraising campaign targeting repeat donors, alumni, and the Algoma University community.

OBJECTIVE 5.3:

Talent Management

- Align structures to allow management to emerge and provide professional development opportunities to foster leadership skills among Algoma University's administrative team.
- Encourage all employees to participate in professional development activities.
- Attract and retain the best employees from across the region.

OBJECTIVE 5.4:

Brand Image

- Communicate the University's identity externally through the University's Marketing and Communications Department.
- Promote student and faculty success in the community.
- Develop a clear brand identity to be communicated to the public.
- Enhance Algoma University's Anishinaabe community marketing program.

Implementation STRATEGY

The 2016-2021 Strategic Plan is intended to be a living document and a rolling plan that is subject to regular review and against which forward progress is measured. While each strategic objective has multiple measurable outcomes to track progress, there are several broad-based indicators that will be used to assess the success of the university community in the realization of the strategic plan. These indicators are tools to use in planning and will help the community be proactive in responding to emerging trends, opportunities, and challenges. Ultimately, the goal of this plan is to facilitate enrolment growth by providing a framework for initiatives that will result in enrolment growth and student success.

Broad-based planning indicators include:

- Increased enrolment
- Improved retention rates
- Improved graduation rates
- Higher levels of alumni engagement
- Greater student satisfaction and student engagement
- Higher levels of employment following graduation
- Maintaining balanced operational budgets
- Results of program and administrative reviews
- Increased number of co-operative education placements within the local community
- Increased diversity of the student body
- Improve benchmarking against comparable universities and external rankings

The President is responsible for operationalizing all aspects of the plan. The President will lead the integration of the strategic objectives and goals into regular reporting and planning mechanisms.



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