Our Mission, Vision and Values are the heart of this plan:

MISSION
To create, preserve, communicate and apply knowledge, contributing to the cultural, social and economic well-being of the people of Manitoba, Canada and the world.

VISION
To take our place among leading universities through a commitment to transformative research and scholarship, and to innovative teaching and learning – uniquely strengthened by Indigenous knowledge and perspectives.

VALUES
To achieve our vision, we require a commitment to a common set of ideals. The University of Manitoba values: Academic Freedom, Accountability, Collegiality, Equity and Inclusion, Excellence, Innovation, Integrity, Respect, and Sustainability.

These foundational commitments inspire and inform our strategic plan and demonstrate our diverse community’s ability to speak with one voice.

In developing this plan, more than 50 input sessions were held with almost 1,200 individuals from across the University. Collaboratively, we established priorities to define how we can fulfill our mission over the next five years, reflecting our commitment to excellence in teaching, research, scholarly work and other creative activities. We also affirmed our pursuit of Indigenous achievement, highlighting it as a priority, making it a cornerstone of our vision, and weaving it throughout the plan.

I am confident in our collective ability to implement Taking Our Place with energy and enthusiasm, intent on building bigger futures for our students, for our faculty and staff members, and for communities both close to home and around the world.

David T. Barnard, Ph.D.
President and Vice-Chancellor
THE UNIVERSITY OF MANITOBA’s role in reconciliation; its connections with Indigenous students, partners, and communities; and its commitment to Indigenous achievement are central to the kind of future the University seeks to create. A strongly held view emerged from consultation sessions, the Strategic Planning Committee, and the leadership of the University that to be truly “Manitoba’s University” required that the University of Manitoba’s commitment to Indigenous achievement and to Indigenizing the University be elevated to a level of prominence that traditionally is held by its mission, vision and values. In recent years, the University has adopted the practice – at formal functions – of acknowledging the traditional lands on which it sits. An acknowledgement of these lands, and of the University’s commitment to Indigenous peoples and communities, now form part of the foundational statements that define the University of Manitoba.

The University of Manitoba campuses are located on original lands of Anishinaabeg, Cree, Oji-Cree, Dakota, and Dene peoples, and on the homeland of the Métis Nation. The University of Manitoba is committed to a renewed relationship and dialogue with First Nations, Métis, and Inuit peoples based on the principles of mutual trust, respect, and reciprocity. We respect the Treaties that were made on these territories, we acknowledge the harms and mistakes of the past, and we dedicate ourselves to moving forward in partnership with Indigenous communities in a spirit of reconciliation and collaboration.

The University of Manitoba is committed to ensuring that First Nations, Métis and Inuit knowledge, cultures and traditions are embraced and reflected in the pursuit of its mission.

ACKNOWLEDGEMENT
THE UNIVERSITY OF MANITOBA is this province’s research university: research informs our teaching and teaching informs our research. We provide high-quality liberal arts, science and professional programs that are consistent with our mission and size.

Our university equips our undergraduate and graduate students to be locally and globally engaged citizens who understand the importance and contributions of Indigenous peoples in Manitoba and Canada. We are committed to ensuring our students have an outstanding educational experience – taught by excellent professors in environments that best contribute to their success.

GOALS

- Maintain and sufficiently support an appropriate range of liberal arts, science and professional programs for Manitoba’s research university in the context of stable or diminishing resources.
- Optimize enrolment with an appropriate mix of undergraduate, graduate, Indigenous, and international students for Manitoba’s research university.
- Provide students with flexible learning opportunities using a variety of delivery modes that make the best use of available classroom and online learning technologies and resources.
- Ensure students are able to complete their programs and reduce time to completion.
- Increase opportunities for experiential learning.

- Expect, recognize, promote and reward high-quality and innovative teaching.
- Enhance student mobility.
- Ensure every student graduates with a basic understanding of the importance and contributions of Indigenous peoples in Manitoba and Canada.
- Provide accessibility and reasonable accommodation in all of our programs for students with disabilities.
- Ensure students have the information required to understand the goals and anticipated outcomes of our programs.
THE UNIVERSITY OF MANITOBA has a tradition of excellence in research, scholarly work and creative activities spanning almost 140 years. We have made pioneering contributions in many fields and developed life-changing solutions to problems being faced by peoples in Manitoba, Canada and the world.

Through strategic investments and collaboration, we will: retain our strong commitment to research that advances knowledge across the spectrum of disciplines; build and grow existing and emerging areas of research excellence; generate ideas and knowledge that will help address the most pressing issues facing Indigenous peoples, other Canadians and global citizens; and provide our undergraduate and graduate students with an exceptional and transformative research experience to succeed in their chosen careers.

GOALS

Foster meaningful and sustained collaborative research, scholarly work and other creative activities within the institution and with provincial, Canadian and global partners.

Provide education and training opportunities for graduate students that recognize their diverse career paths.

Foster the inclusion of Indigenous perspectives in research, scholarly work and other creative activities.

Advance Indigenous research and scholarship.

Enhance our national and international research recognition and the quality and impact of our research, scholarly works and creative activities.

THE UNIVERSITY OF MANITOBA

DRIVING DISCOVERY AND INSIGHT

DRIVING DISCOVERY AND INSIGHT THROUGH EXCELLENCE IN RESEARCH, SCHOLARLY WORK AND OTHER CREATIVE ACTIVITIES
THE UNIVERSITY OF MANITOBA acknowledges the need to work respectfully and collaboratively in partnership with First Nations, Métis and Inuit communities in all our activities. Manitoba’s Indigenous population is younger and growing at a faster rate than the non-Indigenous Canadian population. In fact, Statistics Canada census data suggest that Indigenous peoples will comprise nearly 19 per cent of Manitoba’s population by 2026. The success of First Nations, Métis and Inuit peoples and communities is vital to the health and well-being of our province and, indeed, our nation. We are dedicated to advancing Indigenous research and scholarship, becoming a centre of excellence for this work. We seek to transform the lives of Indigenous and non-Indigenous peoples through sharing knowledge, creating a foundation for learning, promoting student success, and developing leaders.

Creating Pathways to Indigenous Achievement

**Goals**

Foster a greater understanding of Indigenous knowledge, cultures and traditions among students, faculty and staff.

Build a culturally rich, safe and supportive learning and work environment in which an increasing number of Indigenous students, faculty and staff succeed.

Foster K-12 Indigenous student participation in post-secondary education.

Enhance the University’s research capacity on issues of importance to Indigenous peoples and populations.

Strengthen global connections with Indigenous peoples and programming around the world.

Celebrate achievements by Indigenous faculty, staff, students, alumni and community partners.

Weave Indigenous knowledge, cultures and traditions into the fabric of our University (people, programming, spaces).
THE UNIVERSITY OF MANITOBA is the largest university in the province and one of the largest communities in Manitoba. Each of our more than 38,000 students, staff and faculty have ambitions, potential and promise that contribute to the diversity of our community and establish a unique environment for learning and working.

We believe an outstanding learning and working environment is foundational to achieving our mission and vision. Our university community engages in programs that foster interchange and the creation of knowledge, ideas and opinions in a respectful, mutually supportive climate of trust. In this collegial environment, individuals grow to achieve their full potential while concurrently contributing to the growth of colleagues, the community as a whole, and Manitoba.

GOALS

Make the University of Manitoba the institution of first choice for potential students, staff and faculty.

Increase student, staff, faculty and leadership diversity that reflects society, especially with respect to the inclusion of women, Indigenous peoples, people with disabilities, gender and sexual minorities, and racialized minorities.

Increase student, staff and faculty satisfaction with the learning and work environment.

Develop a culture of leadership and teamwork among our students, staff and faculty through professional development programs.

Provide information technology systems that support the needs of students, staff and faculty.

Create a learning and work environment that meets the needs of the University’s future, recognizes the Indigenous reality of Manitoba, integrates with surrounding communities, and supports environmental and resource sustainability.

Ensure university governance processes are meaningful, transparent, engaging and effective in advancing the University’s mission and strategic priorities.

Develop a culture of continuous dialogue, collaboration, and consensus building to improve communication and inform institutional development within the context of stable or diminishing resources.

Enhance and support meaningful connections between faculties and units within the University.

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Provide information technology systems that support the needs of students, staff and faculty.
Establish, strengthen and support meaningful connections between the university community and key stakeholders.

Foster a dynamic relationship between alumni and the University.

Be an internationally engaged university with local relevance and global impact.

Enhance engagement, and build and strengthen relationships with Indigenous communities in urban, rural and northern settings.

Demonstrate the principles of inclusion, consultation and integration in finalizing a long-term vision and implementation plan for the development of the Southwood precinct.

Ensure the University is seen as an open resource for members of the community, offering space and opportunity to pursue education, recreation, arts and music, and sporting interests.

Build a culture of advancement and philanthropy across the university community.

Tell the story of the University, engage alumni and community partners, and secure funds through philanthropy and government support.

I THE UNIVERSITY OF MANITOBA’S mission includes the traditional aspect of service to the community. Yet, we have embraced a shift in thinking to better reflect the reality that we don’t simply serve our communities, we engage with them. Our relationships with our colleagues, alumni, friends, donors, and partners - local, national and international - are both reciprocal and collaborative.

We believe in the importance of forging strong connections – partnering and collaborating with others to have a positive impact on our city, our province, and the world. We are proud to be present in the communities we serve, and to welcome them in return.
Implementing this plan involves reporting progress on the priorities and goals it articulates. Doing so helps us to develop a shared understanding of our accomplishments, to remain accountable to the Board of Governors and our community, and to compare ourselves with other institutions. The University will report annually to the Board of Governors and to the Senate on a set of institutional indicators, and share each report with our community. These indicators of progress and success will capture both the qualitative and quantitative dimensions of this plan, and will be supported by baseline information and targets associated with the plan’s supporting actions. Where applicable, individual units will use discipline-specific and/or area-specific means to assess and evaluate the impacts and outcomes of the University’s work.

This plan has been developed by the University of Manitoba community, and we will implement it with pride, energy and innovation in the pursuit of our mission.