



Strategic Planning Framework



UNIVERSITY
OF MANITOBA

Building on a
tradition of excellence,
innovation and
global influence.
Forging a vision of
discovery and growth.

Achieving
greatness.



For over 130 years, we have been recognized as Manitoba's premier university – shaping our leaders, enhancing our community and conducting research that is changing the world. We enjoy close connections to the people and communities of Manitoba. We are committed to preserving, nurturing and growing these bonds into the future.

We believe that education has a transformative power for students, their families and communities. We strive to be an active contributor to finding solutions to the challenges faced by our province and its citizens. We do not believe we should work in isolation, but that we should explore opportunities for cooperation and collaboration both within the university and beyond it – with our partners in the community, in government and in other post-secondary institutions.

Along with educating tomorrow's leaders, including the majority of the province's professional workforce, the university serves as a catalyst for the provincial economy – creating jobs, driving cutting

edge research and technology, and attracting visitors to our province every year.

As a university we have much to celebrate. From our work unraveling the mysteries of HIV/AIDS and other devastating diseases to our leadership in understanding the effects of Arctic climate change, the University of Manitoba is making a profound difference on a global stage.

Now, with input from the entire University of Manitoba community, the Board of Governors and Senate have approved a new strategic planning framework – a vision for our future that will allow us to continue meeting the needs of our ever-changing world. This framework lays the foundation for our future. A future bright with innovation, discovery, learning and achievement.

MISSION:

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

VISION:

Our students, staff and alumni will have an association with the University of Manitoba that is transformative and their discoveries will be of the greatest possible benefit to their own lives, and to the lives of others.

VALUES:

Excellence, Equity and Diversity,
Accountability, Innovation, Integrity,
Humanity, Responsibility to Society,
Environmental Sustainability, Selectivity,
Academic Freedom

This framework will guide the major decisions made at the University of Manitoba in the coming years. It encourages us to look at opportunities to focus on areas of particular relevance in today's world, while remaining true to our commitment to teaching and research excellence across our broad range of disciplines. Four priorities have been identified that will guide our approach.

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Enhancing academic offerings by focusing on issues relevant to our world today, such as food safety, public health and human rights, while remaining true to our core teaching and research strengths.

Goal: The University of Manitoba will be nationally and internationally recognized for its teaching, research and creative excellence, sought after by students and faculty alike as their preferred site of study.

We are Manitoba's university and, as such, we will focus on those disciplines that are of vital interest to the province. Our expertise in these areas will also have an important impact on the nation and the world. We have identified six themes which

build on existing areas of excellence at the University of Manitoba and offer all departments and faculties the opportunity to participate.

- **Healthy, safe, secure and sustainable food and bioproducts:** population demands, increasing fuel costs and growing concerns about climate change mean the provision of safe and healthy food on a global scale and in an

environmentally-sustainable way is a major concern in the 21st Century. The University of Manitoba is well placed to contribute innovative solutions to these challenges.

The University of Manitoba's strengths in this area include: sustainable cropping and animal production systems; entomology; biofuels; functional foods and nutraceuticals; and post-harvest technology, particularly as it relates to grain storage. Facilities such as the Richardson Centre for Functional Foods and Nutraceuticals, the National Centre for Livestock and the Environment, the George Weston Ltd. Sensory and Food Research Centre and the Canadian Wheat Board Centre for Grain Storage Research all offer unique, state-of-the-art laboratories and technology for further research in these areas.

- **Sustainable prairie and northern communities:** Manitoba has long been known as the gateway to the West, but as the only western province with an Arctic sea coast, it also has a unique connection to the North. Enhanced understanding of climate change; energy and hydroelectric development; water quality; water

stewardship; flood mitigation and flood architecture will help prairie and northern communities thrive and prosper. Our researchers excel in these areas. In fact, the University of Manitoba recently led one of the world's largest and most comprehensive climate change research projects in the high Arctic.

Academic strengths reflected in this area include: climate change and Arctic adaptation; community-based resource management; energy generation and transmission of electricity; managing biodiversity; water quality, policy, protection and infrastructure; rural and northern health; and northern infrastructure, including transportation.

- **Human rights:** With national and international attention focused on the development of the Canadian Museum for Human Rights in Winnipeg, the University of Manitoba is well-placed to encourage debate and discussion around the understanding of human rights, peace and justice and respect for others.

The Arthur V. Mauro Centre for Peace and Justice is dedicated to the study of the cultural, religious and philosophical

dimensions of peace; peace education; human rights; and the role of international organizations in the quest for peace and justice. Expertise in several other faculties such as Arts, Education, Law, Social Work and Medicine further enhance the University of Manitoba's leadership role in this area.

- **Innovations in public and population health:** Our expertise in the areas of public health and infectious disease research is well-established at home and around the world. This expertise can be found in a wide range of faculties.

The newly created Centre for Global Public Health is focused on helping improve public health systems, programs and activities in communities around the world. The work our researchers have done in the area of HIV/AIDS has changed the way the world understands and treats that devastating disease. In addition, the University of Manitoba is recognized as a leader in Aboriginal health research. Our researchers have also pioneered the use of health information databases to identify determinants of health and recommend policy changes. The Manitoba Centre for Health Policy is

an internationally-recognized centre of excellence in this field.

- **New materials and technologies:**

Infrastructure, houses and communication, medical and transportation devices all require naturally-occurring and processed materials. There is an ever-growing and constant demand for understanding the structure of materials and for the development of effective techniques to process them. Revealing the possibilities of composite materials is also a wave of the future. Understanding the structure and function of proteins offers enormous potential from personalized medical diagnosis to solving crop disease.

The University of Manitoba's strength in this area is diverse, encompassing work in the fields of architecture, science, engineering, environment, textile science and medicine. Several unique facilities on campus, including the Manitoba Centre for Proteomics and Systems Biology and the Nanosystems Fabrication Laboratory, as well as a strong partnership with the Composite Innovation Centre, all contribute to the greater good in understanding the infinite applications of these new materials and technologies.

- **Culture and creativity:** The cultivation of creativity is at the core of the university's work. It is demonstrated by our dedication to innovation, technology commercialization and entrepreneurship. It is characterized by the limitless range of questions being explored through research in all disciplines. It is found in the award-winning literary work of our scholars, university film and theatre productions and in the stunning visual art that our students and faculty create.

Evidence of this commitment can be seen in the outstanding achievements of the Asper School of Business in entrepreneurial competitions around the world. It can also be seen in Project Domino, a major infrastructure redevelopment which will see Taché Hall, currently a residence, reborn into the new home of the Marcel A. Desautels Faculty of Music and the School of Art. The University of Manitoba is home to the first Bachelor of Jazz Studies in western Canada. Our Centre for Creative Writing and Oral Culture is the first of its kind in the country. We recognize the importance of performance and creative works to building vibrant communities and celebrating our cultural strength and diversity.

Delivering an exceptional student experience by continuing to offer more opportunities for our students to learn, thrive, grow and be celebrated for their personal contributions.

Goal: The University of Manitoba will be a student-focused research university from the time of recruitment: a life-long academic home where students contribute to a diversity of ideas and experiences.

By continuing to offer more opportunities for our students to learn, grow and be celebrated for their personal contributions, we will ensure every student enjoys a full and rich experience at the University of Manitoba. The academic opportunities provided to students are the foundation upon which their university experience is built. The pursuit of knowledge that forms the basis of the university's mission must be dedicated to the needs of students. We also recognize, however, that students need more than books, lectures, exams and laboratory time to ensure they gain the knowledge and experience they need to succeed. Much

of what students will take away from their university experience occurs outside of the classroom in opportunities for creative debate, the exposure to a diversity of viewpoints, involvement in campus associations and activities and interactions with other members of the university community.

In our efforts to enrich the student experience, we will focus on: a dedication to quality of service in all our interactions with students; greater opportunities for undergraduate students to take part in meaningful research; a commitment to ensuring our students have a variety of international travel and learning opportunities; an enrolment management plan and a focused international student recruitment plan to ensure a vibrant and exciting diversity on campus.

Advancing Aboriginal education by providing students with the tools they need to be successful and reinforcing the University of Manitoba's role as a national centre for Aboriginal scholarship.

Goal: The University of Manitoba will work with a variety of partners to make Winnipeg the national centre of excellence in Aboriginal education, and in particular to allow Aboriginal students to be prepared for and to achieve educational success in the full range of academic programs we offer.

Manitoba has a large and growing Aboriginal population. In fact, by 2026, it is projected that Aboriginal Manitobans will make up nearly 19 per cent of the population of the province. The success of First Nations, Metis and Inuit communities is vital to the social, cultural and economic development of Manitoba and Canada. The University of Manitoba will work with partners in an attempt to encourage Aboriginal people to consider and pursue a post-secondary education. We believe

the University of Manitoba can play a positive role in contributing to the success of Aboriginal students at the middle and high school levels. From there, we need to do more to attract Aboriginal students to university. We will make it a priority to identify the obstacles to participation and success and to develop strategies to address these issues. We cannot do this alone. We know that it is critical to work in collaboration with a variety of partners, including Aboriginal leadership and communities, the provincial government, secondary schools and others to ensure we are correctly identifying the needs of Aboriginal students and offering the programs and support necessary for their success.

Prevailing as an outstanding employer by providing our exceptional and dedicated staff with leadership, growth and development opportunities.

Goal: The University of Manitoba will be an employer of first choice, offering and expecting respect for all staff and faculty, providing opportunities for leadership, growth and development, and recognizing the contributions made at all levels of the organization.

Working within the university is a unique experience. At the University of Manitoba, thousands of staff and faculty engage in a wide range of professional activities, all linked to the pursuit of a common purpose. Everyone who works at the university contributes to our three pillars of teaching, research and community service. In order to remain vital and productive,

we must recruit, retain and develop committed and engaged faculty and staff. We will commit to making this a priority throughout the university. We want people to enjoy coming to work. We want to offer competitive compensation and benefits. We want decision-making to be collaborative and to ensure faculty and staff feel their contributions are valued. We will celebrate achievements and promote open and respectful communication. We will also work to ensure that the people employed at the University of Manitoba have the tools, supports and facilities they need to succeed in their work.

This will be the framework upon which we build our future. Throughout the university community, work is underway to transform these broad directions into specific action; to proceed with initiatives that address our priorities. The strength of our aspiration is limitless – we will reach for greatness, and work together as a community to achieve it.



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