Working Together
to Boost Our Impact

ULaval Institutional Plan
2023–2028

UNIVERSITÉ LAVAL

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Boosting our impact

Word from the Chairman of the Board and the Rector

It is with great pride that we present the *ULaval Institutional Plan 2023–2028: Working Together to Boost Our Impact*. It will take us where we want to go next and position us to create a bigger impact, together. ULaval can do this by identifying and ramping up factors for success. We need to be ever more innovative, agile and proactive, collaborative and multidisciplinary, citizen-centred and committed, and inclusive and diverse, with a more international outlook.

We must be leaders in a fast-changing world. ULaval plays a major role locally, nationally, and globally. Our ambition is to transform Université Laval so it can meet major challenges to benefit society.

We developed this plan with you, our partners and members of our community, to take us higher, further. The plan defines our collective vision and establishes the values, goals, and priorities that will inspire us in the years ahead. It will guide our decisions and actions. We hope that it inspires all of you, the students, faculty, instructors, staff members, graduates, retirees, and partners that make up the ULaval community.

It's time for us to pool our strengths to make a greater impact in our community and society. We understand the scale of the task at hand. ULaval is accelerating change by focusing our efforts on six initiatives that include individual projects with significant transformative potential. We chose these initiatives to help us face emerging challenges in higher education. They will help us identify and strengthen the factors a high-impact university needs to succeed.

We have celebrated many firsts and other achievements over the past few years. We came through a global pandemic together. We learned to teach, study, and work in hybrid mode. Through it all, ULaval experienced tremendous growth. We succeeded through collaboration focused on innovation and the quest for solutions.

The path to 2028 will not be straightforward. We know we will have to adapt based on what happens along the way. The plan will help us stay focused on our key objectives and the core of our academic mission: education, research, and community service.

We look forward to sharing this journey with you.

Jean Houde
Board Chair

Sophie D'Amours
Rector

Here are our mission, the vision we share, and the values that shape our actions.

Mission

Driven by a deep-seated culture of sustainable development, Université Laval educates engaged and creative students, model citizens, scientists, and leaders who greatly influence the direction societies take. As a leading French-language institution with a strong international focus, Université Laval strives for excellence in education and research. It seeks to be both a reference and a source of inspiration for its partners by mustering the forces of change in the heart of Québec City's vibrant university community.

Vision

To be a university engaged in major changes that benefit society. To be a university where lifelong learning is a source of both individual and collective strength. To be a university that stands out, here and elsewhere, for the scope of its impact.

Values

Audacity

Together, we are a force for change. We are driven by a desire to innovate, persevere, and take action in order to face challenges. We are not afraid to step out of our comfort zone. We choose action.

Consideration and respect

Together, we are attentive to the well-being of our community members. We work to make our campus healthier and more accessible, where respect for others is fundamental. We lead by example to create an environment where empathy and civility are valued.

Collaboration

We go further together. Teamwork is a strength. We bank on an interdisciplinary approach and on perspectives that intersect. Co-construction with our partners and the community is a given. It spurs us on in our response to societal issues. It boosts our impact.

Excellence

We pool our talents to succeed together. We want every member of the community to realize their full potential and fuel their ambitions. The pursuit of excellence is a positive force when we tackle it collectively and recognize the diversity of our talent.

Inclusion

Together, we create an open, diverse, and welcoming campus. At ULaval, diversity is a source of wealth. We value behaviours that put people first and that recognize their dignity and the diversity of their ideas and that promote equity. Each member of the community must have the space they need to thrive.

Integrity

We rally for the common good. Our choices and our actions reflect ethical behaviour. Our teaching, research, services, and the excellence of our graduates bear witness to that. We demonstrate integrity every day in our efforts to uphold fairness for all members of the university community.

Working together

"Greater knowledge helps develop the capacity to adapt to societal changes, which helps people become better citizens."

Member of the student community

"Our greatest impact is visible in the people we teach."

Faculty member and research centre manager

"Make it easier for the public to access knowledge. Today, education is more important than ever."

Research team member

"I feel comfortable being myself."

Member of the student community

"Adapt professor evaluation tools to include interdisciplinary work (number of publications, etc.) and the impact of research."

Comment from the first consultation forum

"It's nice to come and work in a green, well-designed environment that boasts welcoming meeting spaces and encourages formal and informal discussion."
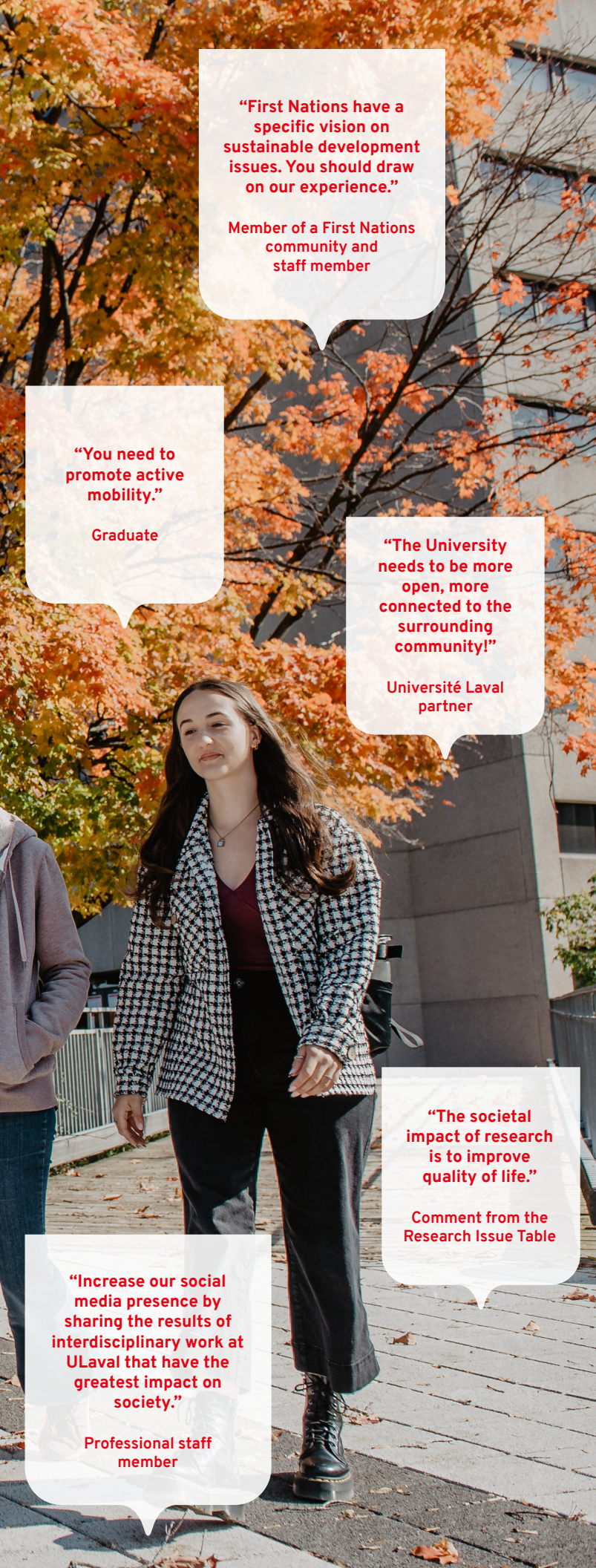
Member of the administrative staff

"Open areas with exhibits of student work, monitors that display useful information, free lectures on current topics—all this gives everyone a sense of openness to the world while belonging to the university community."

Faculty member

"First Nations have a specific vision on sustainable development issues. You should draw on our experience."

Member of a First Nations community and staff member

"You need to promote active mobility."

Graduate

"The University needs to be more open, more connected to the surrounding community!"

Université Laval partner

"The societal impact of research is to improve quality of life."

Comment from the Research Issue Table

"Increase our social media presence by sharing the results of interdisciplinary work at ULaval that have the greatest impact on society."

Professional staff member

Collective brainstorming

Université Laval is above all a people-first adventure. We have built the university together over the years. This plan shows our commitment to putting people first in all our decisions. Today as in the past, we can reach our full potential by supporting one another.

The institutional planning process took place over a 10-month period. Consultation activities enabled 700 individuals and working groups, community members, and partners to make their voices heard via online questionnaires. More than 600 members of the university community gathered on campus at forums on specific topics to exchange ideas and express opinions on the future of Université Laval. Key events also sparked participation by students, First Nations, and partners from a wide range of backgrounds.

Thanks to active participation, this consultation was the broadest ever undertaken as part of Université Laval's institutional strategic process. The views expressed are invaluable. We have taken all opinions into account, and the contents of the plan draw on this collective brainstorming exercise.

Getting involved

We live in increasingly interesting times. Digital innovations drive change into our daily lives. Our relationship to science, study, work, and teaching is increasingly hybrid. Our world is changing fast.

Université Laval has always been at the heart of social and technological change in our society. We were at the forefront of the Quiet Revolution that shook Québec. Today, ULaval is engaged in ongoing dialogue with First Nations.

New challenges are taking shape that call for flexibility, both in higher education and in a world undergoing profound change. These challenges are numerous and complex. We have the creativity and expertise to deal with them. We are all firmly committed to facing them head on.

Emerging challenges

Fast-tracking the evolution of higher education

Student diversity

New training needs are emerging for people of all ages as demographic and technological evolution continues to reshape society, and today's larger recruitment pools lead to greater inclusion challenges.

Digital transformation

The digital age forces us to redefine how we research, work, study, and teach. This hybrid world provides development opportunities even as the decentralization of education increases competition.

Internationalization

Comparisons of different universities no longer hinge on borders. Students and research teams have never been more mobile. International outreach is a must.

A changing world

Climate uncertainty

This is the greatest challenge of our time. ULaval must contribute to solutions and inform debates that affect things like agriculture, oceans, forests, ecosystems, energy and natural resources, the future of the North, urban development, and sustainable health among populations.

Geopolitical uncertainty

The rise of populism, disinformation, war, migration patterns, the right to education, cultural and religious identities—these issues deserve scientific scrutiny more than ever.

Socioeconomic uncertainty

A more just world is still merely an ideal. Inequality, demographics, and rapidly aging societies pose major challenges for businesses and social systems.

Acting with courage

To help overcome emerging challenges, Université Laval must assert itself as a high-impact university where education and research serve the common good. To be university that inspires and acts with courage to play a large role in building the world of tomorrow. To be a university that both offers flexibility to its own community and gets involved in the wider community to get things done.

Success factors to make ULaval a high-impact university

For ULaval to asset itself as a high-impact university, it must identify and ramp up a number of success factors. The University must be **innovative** and continually push the limits of knowledge. It must be **agile** and proactive, in the thick of the action. It must work with **partners** and **across disciplines**, combining strengths and knowledge to solve increasingly complex problems. ULaval must also be **citizen-centred** and **committed** to working hard for societal progress. It must be **inclusive** and **diverse** to pool everyone's talents, foster debate, and promote creativity. It must be **international** in order to act, and have an impact, beyond our borders. All of these success factors drive us forward.

Six transformational initiatives

Six "high-impact initiatives" will start in 2023. Interdisciplinary initiative teams will be tasked with charting ambitious roadmaps to define priorities while giving themselves room to experiment, learn, create, innovate, and co-construct our future. The six transformational initiatives are:

- Lifelong learning
- Knowledge, science, and society
- A vibrant campus
- Simplified, personalized outreach services
- Climate ambition
- The well-being of our community

Targeted projects announced over time

Targeted projects linked to the priority objectives of the initiatives will be announced over several months and years. This approach differs from that of the last strategic plan. The goal is to make this plan scalable and dynamic over time. Initiative teams will have latitude to explore ideas and propose and carry out projects that increase the impact of Université Laval. Faculties and units are invited to contribute by building transformative projects. We are convinced that this participatory approach will make us all more committed to our common goals.

Lifelong learning

ULaval has a central role to play in making Québec a learning society. As a higher education institution, we must make lifelong learning possible for everyone.

Gone are the days when school was just a place to pass through. In this digital age, people explore different paths in their professional and personal lives. We might go back and forth between university and work several times during our lives. We might also go back to school as active retirees. There's a growing desire to learn for fun, because we're curious and to broaden our horizons. Today's learners come from more walks of life than ever before. This calls for an interdisciplinary approach to education.

While fostering collaboration between units and programs, we must dare to develop courses that are even more interdisciplinary, hybrid, and flexible, and better adapted to new realities. This is an opportunity to meet the needs of our student community. People want to include complementary studies in their programs. It is also an opportunity to better meet the needs of people who want to further their initial training, specialize, change careers, or develop new skills. We must be more open to everyone who wants to learn.

Our innovative teaching methods and modern education technology tools make Université Laval a global leader in education. We must use our research excellence to contribute to the understanding and study of these transformations.

Projects in this initiative are meant to enhance our lifelong learning offering. They will also set Université Laval apart and put us at the forefront of research into lifelong learning. They are powerful tools for highlighting the power of education.

Goal: Highlight the power of education

Priority objectives

1. Better meet the needs of learners throughout their lives.
2. Become a leader in research on learning societies.
3. Transform our teaching practices so we can be even more agile in the digital age.
4. Assert ULaval as a leader in lifelong learning by engaging partners and graduates.

This initiative could, for example, involve short and adapted training projects in emerging sectors, as well as projects to develop education technology innovations.

Knowledge, science, and society

Knowledge and science do not evolve in silos. To increase the impact of research in society, we must foster cross-fertilization between expertise, perspectives, and knowledge. This initiative positions our university as community institution, resolutely open and committed to sharing knowledge with a view to the common good.

Université Laval is one of Canada's largest research universities and a leading francophone university. It ranks among the finest universities in the world in its areas of excellence. We want to boost and better promote the societal impact of the research and innovations our community produces.

We want to approach big issues from different perspectives. By focusing on interdisciplinary and intersectoral work, participatory research, partnerships, and entrepreneurship, this initiative encourages the growth of networks between the world of research and broader society. Such synergies are powerful innovation catalysts.

In these times of polarization, when people seek the truth and question the role of science, we must create opportunities for discussion on complex topics. This initiative encourages members of our community to be agents of change and to pursue and build on their commitment to scientific dialogue.

The individual projects will have a transformative impact. They will raise the profile of the research, creation, and innovation carried out at ULaval. Research results will be more visible and more accessible to the community.

Goal: Increase the impact of research and innovation

Priority objectives

1. Assess and promote the societal impact of the University's research, creation, and innovation.

2. Increase the visibility and reach of both the research community and its achievements at the local, regional, national, and international levels.

3. Promote and foster dialogue on different areas of knowledge and science among leaders, civil society, and the public.

4. Create opportunities for discussion and co-creation between our research community and the community at large.

This initiative could, for example, result in projects that promote engagement in research and its influence. It could also support projects that foster the sharing of ideas on major societal issues.

Goal: Develop a dynamic, human-centred environment

Priority objectives

1. Create more dynamic campus environments, both indoors and out, that benefit the student community, staff members, and all local residents.
2. Ensure the promotion, dissemination, synergy, and consistency of on-campus events.
3. Increase active and sustainable mobility on campus.

This initiative could, for example, support active mobility projects and innovative collaboration spaces.

A vibrant campus

We are fortunate to have an extraordinary campus with even greater development potential. It brings a wide variety of people, knowledge, interests, and expertise together. Projects in this initiative are based on making the campus a fun place to be and adding to its appeal.

People have adopted new habits since the pandemic. The acceleration of technological change has led us to take a fresh look at our environment. Our campus must adapt to new ways of studying, teaching, conducting research, and working in a more hybrid and agile world.

This means creating new places that encourage inter-action and collaboration and that allow for a variety of learning paths while fostering innovation and inspiration, spaces where faculty members, students, administrative staff, and creative and entrepreneurial people can come together.

It also means implementing projects that strengthen our sense of belonging, projects that encourage student-led and extracurricular initiatives, projects that First Nations can identify with. This initiative also offers an integrated vision of sustainable mobility. It supports shared transportation and active mobility on campus while solidifying partnerships.

To make our campus more vibrant, more welcoming, and even more appealing, we need to be more open. This initiative establishes a comprehensive view of on-campus events and activities to boost participation and better publicize these events to members of our own community and the general public. We want the Université Laval campus to become a welcoming place and a destination of choice for Québec City residents.

Simplified, personalized outreach services

This aim of this initiative is to implement innovative, simplified, more personalised outreach services for all members of our community. It is designed to address work, study, and teaching challenges in a hybrid world, where new ways of doing things are emerging all the time. This initiative is part of a vision that combines overall improvement in service offerings with improved management practices and work methods.

It will accelerate the launch of promising, concrete actions. The projects we will prioritize target three criteria:

- Bringing services closer to the people
- Making services more user-friendly
- Making services more personalized

Needs must be met and interactions simplified, whether in person or virtually. This means taking into account the specific needs of community members by improving service quality, ease of access, and relevance according to the needs of each person.

By focusing on collaboration, this initiative will support teams in faculties and in service departments, so we can develop and deliver services that better fit the realities of a changing university experience. Innovation and technology can help us maintain consistency across faculty services and university-wide services to ensure delivery is agile and aligned from start to finish.

These service quality improvements will give members of the university community more time to focus on activities related to the University's core mission.

Goal: Better support our community

Priority objectives

1. Improve the effectiveness and efficiency of certain major administrative processes.
2. Support actions aimed at improving outreach services to make them more user friendly, simpler, and more personalized.
3. Develop methods and tools to assess the quality of our services as they relate to the evolving needs of our community.

This initiative could, for example, support or implement projects aimed at optimizing and better disseminating service offerings.

Goal: Grow our culture of sustainable development

Priority objectives

1. Rally the community by recognizing that everyone has a role to play in climate change, and helping them take action.
2. Support emerging and transformative actions led by community members.
3. Accelerate the transition by co-constructing and sharing our scientific expertise with the community.
4. Monitor our climate action targets in a fully transparent manner.

This initiative could, for example, target projects that encourage best practices and promote behaviour and lifestyle changes. It could also support partnership projects that showcase Université Laval's SD expertise.

Climate ambition

Université Laval was one of the first institutions of higher learning to have made sustainable development (SD) central to its mission. To truly contribute to the transformation of our university and society, we must now become even more ambitious.

Projects in this initiative are designed to support the leaders of our various research and teaching specialties in climate action and to give community members more power to act.

We have made this a priority because scientists agree that the challenge is urgent and because our community is committed to the cause. Addressing climate change is now a shared responsibility, one that must be taken on by individuals as well as society.

Our daily activities must reflect the University's climate ambition. We need to recognize, facilitate, and promote the involvement of each and every one of us.

Université Laval as an institution must also accelerate its climate ambition. The inspiring projects proposed will spark our common efforts.

The University must also be a climate action leader in society. In addition to leading by example, ULaval must be proactive in fostering the co-construction of innovations that contribute to the fight against climate change. This initiative will establish a new model of collaboration and expertise sharing to help the community adopt SD practices.

The initiative must monitor progress towards our climate action targets on a regular, comprehensive, and transparent basis so we can track how far we have come and what remains to be done.

The well-being of our community

This project initiative's cross-cutting scope is designed to foster consideration, respect, and inclusion. It inspires us to take better care of each other in an environment where everyone has the opportunity and the tools they need to achieve their full potential.

Many members of our community experienced stress, anxiety, or isolation during the pandemic. No one is immune to difficult times.

More than ever, we must ensure that where we live, work, and study supports the health, dignity, well-being, professional development, and success of our community members. This is the key to building an even more attractive and inclusive university that fosters recognition.

The projects to be proposed as part of this initiative will ensure that our environment supports the development of a psychosocially secure climate, where ULaval values contribute to a positive experience for everyone. Under this initiative we will also continue our efforts to better support members of the community, particularly international students.

The initiative will play a role in how we respond to today's pressing issues related to personal well-being. This means harnessing ULaval's knowledge by pooling our internal expertise and developing everyone's talent.

Our community grows larger every day. People join us as students, faculty members, academic and research staff, administrative personnel, and retirees. Each has own dreams, aspirations, and needs. Let's work together to share, understand, and support them.

Goal: Realize our full potential

Priority objectives

1. Cultivate an even kinder and more inclusive living, working, and learning environment.
2. Foster a healthy, inviting, and caring climate marked by recognition and respect.
3. Develop everyone's talents.
4. Show leadership in addressing the key challenges of health, well-being, and social dynamics facing our society.

This initiative could, for example, support projects that promote healthy lifestyles. It could also support projects that would provide access to lifelong learning for university staff.

Change is already happening

In addition to the six high-impact initiatives proposed here, Université Laval is already well on the way to transformation, thanks to a number of projects and key action frameworks. These actions bring our university community together and will work in concert with the initiatives. They are part of our university ecosystem and will help us achieve our success factors.

These projects include the organization of the 2023 Sommet étudiant (Student Summit), the implementation of an integrated campus security plan, the launch of a public registry of research projects involving businesses and organizations, the expansion of a world-class northern research institute, and the strengthening of approaches to social engagement, sustainable health, and responsible entrepreneurship.

Other notable frameworks that help define our university:

Transforming who we are, developing our skills, and rethinking our organization

Digital strategy

This strategy helps us collectively imagine, define, create, and sustain the university of tomorrow.

Innovating for social well-being by working on inclusive, connected, and sustainable projects

Research and innovation development plan

Research at Université Laval combines interdisciplinary relationships, partnerships, scientific entrepreneurship, responsible conduct, and a culture of equity, diversity, and inclusion.

Co-constructing solutions and maintaining long-term partnerships

Taking action with First Nations

Université Laval is committed to welcoming First Nations, to developing shared initiatives and projects in collaboration with them.

Strengthening our culture of getting along without prejudice or discrimination

Equity, diversity, and inclusion action plan and university-wide policy

Everyone is entitled to respect and equal opportunity for success. People must have the freedom to communicate, collaborate, find fulfillment, and thrive.

Rallying our community to achieve our collective climate action ambition

Sustainable development strategy

This strategy provides leverage to go further. It puts forward governance, concrete goals, and ambitious targets.

Pooling our distinctive strengths and boosting our appeal, to have a global impact

Internationalization plan

Université Laval is a world leader—we shine both among francophone countries and around the world. Carrefour international Brian-Mulroney project is central to our internationalization strategy.

Unleashing the full potential of the Human Resources and Finance teams

Program to develop human and financial resources management solutions

Our goal is to revise the management model by reducing repetitive operational tasks (by integrating best practices and technological advances) to create a service offering based on value-added expertise.

Building Université Laval 2040: defining the campus of tomorrow

Real estate master plan

This master plan will transform indoor and outdoor spaces to provide a rich experience for everyone who studies, works, resides, stays or spends time on campus.

Building a sense of belonging, pride, and commitment

Philanthropic plan

With the Foundation being part of the university, philanthropy will play an even greater role in the successful completion of promising projects. This synergy will give donors and graduates who get involved an even better grasp of the impact of their actions.

Respecting the foundations of university life

Policy on the promotion and protection of academic freedom

Université Laval reaffirms its commitment to protect and promote the right to academic freedom and to ensure that community members can exercise such freedom without doctrinal, ideological, or moral constraints.

Supporting the diverse needs of students

Mental health action plan

Université Laval is committed to helping its students thrive. We must take action to better prevent the onset of symptoms of psychological distress.

Opening doors to higher education and encouraging people to stay in school

Action plan for success in higher education

Boosting college and university graduation rates will make Québec a more creative, innovative, fair, and prosperous society.

Strengthening a culture of respect defined by inclusion, equality, fairness, and security

Policy on fostering civility and preventing harassment

Université Laval is committed to providing a healthy and safe environment where everyone has the right to respect, dignity, and protection of their physical and psychological integrity.

Adapting to the new realities of the world of work

Institutional policy and remote work monitoring committee

Université Laval pursues transformation by taking the new realities and opportunities of a changing world of work into account.

Taking action

Now that the *ULaval Institutional Plan 2023–2028: Working Together to Boost Our Impact* has been launched, our mission is to make it a reality, to address the social, environmental, and technological challenges of our time, and to turn plans into action.

These initiatives draw on our expertise, know-how, interdisciplinary approach, creativity, and desire to improve and transform how we do things. They will enable us to carry out transformational projects that align with this plan's priorities.

This plan is designed to evolve. There are many opportunities for synergy with projects that are ongoing or in development at Université Laval, both cross-disciplinary and focused on specific faculties or units.

We will remain agile as we rigorously pursue this institutional plan and the resulting action plan. Implementation, progress, and completion of these transformative projects will be documented over

time. You can track ongoing progress on a web page set up by the initiative teams. Community members will have opportunities to learn about the plan's progress and to have their say.

Certain indicators will enable us to assess our ability to identify and strengthen the success factors for a high-impact university. We will also use university benchmark indicators and monitoring indicators for each project.

Implementation of this plan involves the entire university community. It is based on our shared desire to transform the University together so it continually adapts to how society evolves.

Let's make a bigger impact—together.

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to Boost Our Impact

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