

2023 - 2028

# HURON UNIVERSITY STRATEGIC PLAN



**Huron**  
AT WESTERN





We acknowledge that Huron University is located on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak, and Attawandaron peoples, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum. This land continues to be home to diverse Indigenous peoples whom we recognize as contemporary stewards of the land and vital contributors of our society.





# HURON'S STRATEGIC PLAN 2023-28

## INTRODUCTION

In developing **Huron's 2023-28 Strategic Plan**, we carried out an ambitious and comprehensive process of community consultation over the course of several months. Faculty, staff, students, and alumni were all given time and opportunity to contribute their views through focus groups and individual submissions. Every single comment made was reviewed by a committee constituted of leadership from faculty, staff, students, and administration members.

There were several hundred individual comments submitted. Not all of these were directed to "Strategies." Many comments were very specific and "tactical" in nature. Many others were general and spoke to the kind of community culture that people wished to see at Huron.

Nevertheless, there were clear pluralities of opinions regarding the distinctive characteristics of Huron that respondents want to see maintained and strengthened. There were also strong expressions of support for areas where Huron could develop in the future. The strategic framework outlined in this document gathers together these community responses and offers both a strategic structure for our activities over the next five years and room for individuals and units to develop their own plans to implement these strategic goals and directions.

A nearly unanimous theme that emerged through the consultative process was the value that people placed on Huron as a unique kind of community. However imperfectly we live up to our ideals at

present, people overwhelmingly wanted Huron to be a place of true community, one that remains relatively small and where individuals are included and made to feel valued. Words that people associated with this kind of community included: diverse, inclusive, fair, warm, kind, principled, ethical, friendly, collegial, and so on.

At the same time, people wanted to see an institution that they could be proud of when viewed by others. Common desires in this respect were that Huron be a champion of the liberal arts, that we be recognized for our high academic standards, and that our actions match our ideals and mission.

Finally, many people recognized that, in order to achieve our goals, Huron needed to have a foundation that was sustainable and one that could endure for future generations of students, staff, and faculty. To achieve this, policies need to be in place to ensure that the kind of community we desire can be intentionally maintained and that resources need to be secured, in order to support these goals.

We have grouped the complex and manifold suggestions that we have received into three Goals that appear to both have wide community support and to be a strong strategic framework for Huron's next stage of development. Once this draft Strategic Plan is finalized and approved by the Board of Governors, the appropriate administrative and academic units will be asked to develop plans to implement these strategies in their areas of activity.



# HURON'S VISION & GUIDING PRINCIPLES

Our vision is that Huron be an academic institution built on a foundation of intellectual rigour, a belief in the common good, and a commitment to civic engagement.

To achieve this vision, our guiding principles are rooted in integrity, empathy, open inquiry, and mutual respect.

## OUR MISSION

To engage the world by being an academic community of **Leaders with Heart**.



## PREFACE

Huron University is an academic community, unlike any other in Canada. One of the oldest post-secondary institutions in the country, Huron has evolved from its origins in 1863 to become an outstanding, undergraduate-focused, liberal arts institution. Huron offers rigorous academic programming, leading to Bachelor of Arts and Bachelor of Management and Organizational Studies degrees, in addition to professional and graduate degrees in Theology. Through its affiliation with Western University, Huron truly provides “the best of both worlds” to its students. They enjoy small classes with highly qualified faculty, individual guidance and support from a comprehensive student services program, all within

the warmth of a small community, while being able to access all the benefits of a world class research university across the street.

Over the past five years, Huron has experienced remarkable growth in enrolment, campus facilities, and external reputation. We have become a more diverse community, drawing outstanding students from across Canada and over 55 countries around the globe. But, we are not done yet. This Strategic Plan will be the backbone of Huron’s development over the next five years. We will draw upon our existing strengths to more fully embody the ideals represented in our Mission. Huron aims to be an academic community that cares for each other and the world.





# HURON'S STRATEGIC PLAN 2023-28

## 1 A COMMUNITY THAT INCLUDES EVERYONE

### EQUITY, DIVERSITY, AND INCLUSION

- Foster an inclusive community where every person feels welcome, valued, and supported.
- Recognize, celebrate, and support the variety of experiences and challenges reflected in our community and in the world beyond our campus.
- Establish admissions and financial aid policies that support a diverse student body and allow equal access to a Huron education.

### TRANSPARENCY IN GOVERNANCE

- Improve communication, both internally and externally.
- Ensure that governance structures are modernized, appropriate, and inclusive.

### OPPORTUNITIES FOR PERSONAL, ACADEMIC, AND PROFESSIONAL GROWTH

- Increase opportunities for students, faculty and staff to thrive in their work, studies and mental health with opportunities for growth and development.
- Demonstrate to our students and to society the inherent value of a liberal arts education as well as its practical connection to the world of employment.
- Be prepared to try new things, recognizing that Huron is a distinct community that can do things both differently and better than many other larger institutions.
- Build on our advantages. Intentionally identify our distinctive strengths and leverage them.



# 2

## A COMMUNITY THAT ENGAGES THE WORLD

### CREATE AND MAINTAIN VIBRANT CONNECTIONS TO COMMUNITIES BOTH LOCAL AND GLOBAL

- Expand our recruiting efforts to new and diverse markets, in Canada and abroad.
- Develop new and meaningful partnerships and exchanges with high quality global institutions.
- Develop more opportunities for both faculty and staff engagement with the wider community.
- Tell our stories to the world in true and compelling ways.

### STRONG SUPPORT FOR ACADEMIC RESEARCH

- Strengthen support for faculty research.
- Strengthen support for student participation in research.
- Celebrate our research activities internally and externally.

### FEARLESS ENGAGEMENT WITH THE PROBLEMS OF SOCIETY

- Demonstrate that an undergraduate, liberal arts university can and must play a vital role in creating a stronger and more just society.
- Demonstrate to students that engaging with the world and community is at the heart of the Huron experience.

- Be explicit and consistent in our ethical orientation.
- Invite the community to engage with Huron on our campus.
- Challenge our students to develop empathy for others.

### COMMIT OURSELVES TO IMPLEMENTING THE “CALLS TO ACTION” OF THE TRUTH AND RECONCILIATION COMMISSION

- In all actions, work in consultation with our Indigenous partners.
- Establish clear timelines for implementation of the “Calls to Action.”
- Seek to go beyond the “Calls to Action” as new opportunities for reconciliation and cooperation emerge.
- Decolonize and Indigenize our curriculum and campus culture.

### A COMMITMENT TO ENVIRONMENTAL STEWARDSHIP AND SUSTAINABLE LIVING

- Seek to reduce our carbon footprint.
- Inculcate environmental sustainability into our curriculum and into the culture of Huron.
- Become responsible stewards of Huron’s natural environment and consciously include our beautiful natural setting in our activities.





# 3

## A COMMUNITY THAT ENDURES

### CREATE A FINANCIAL MODEL THAT CAN BE SUSTAINED FOR THE LONG TERM

- Increase an endowment adequate to support and enhance student accessibility.
- Establish an operating model that can be sustained and is adequate for current and future needs.
- Grow and stabilize enrolment at a level that produces a sustainable financial outcome through strategic recruitment, admissions, and retention planning.
- Promote academic programs with the aim of building enrolment strength in all areas.
- Build relationships with alumni, friends of Huron, and Government, that assist in achieving our long-term sustainability.

### CREATE A CAMPUS THAT SUPPORTS ALL OF OUR ACTIVITIES

- Consult with the community to develop a long-term campus plan.
- Explore opportunities for additional physical plant capacity.
- Ensure our entire existing campus is one that we can be proud of.

### CREATE POLICIES AND PRACTICES THAT SUPPORT A LONG-RANGE VISION OF A DISTINCTIVE COMMUNITY

- Assist all members of the Huron community to understand our financial challenges and opportunities, so that everyone can be participants in our sustainable future.
- Challenge every unit to be forward looking and to be consistently open to innovation that makes us a better community.
- Make strategic decisions with a conscious intention to support long-term sustainability.





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