

Called
to
Lead

Huron's Strategic Plan
2018-2023



Huron
AT WESTERN

LEADERS *with heart*



Huron
AT WESTERN

We are called to lead

– TO INSPIRE OUR STUDENTS TO IMAGINE
A BETTER FUTURE, AND TO HAVE THE

courage TO MAKE IT A
REALITY.

Huron University College is changing the landscape of liberal arts education in Canada.

We are **Educating Leaders with Heart** equipped with wisdom, creativity, and integrity, and ready to master our ever-changing world.

Called to Lead is a strategic touchstone for all activities conducted by Huron. It ensures that as we push forward on our vision, we will shape events, rather than be shaped by them.

Our plan outlines four strategic goals broad and ambitious pillars that illuminate who we are, what matters to us, and where we are heading.

We invite all our stakeholders to take up our call to lead Huron from its proud past of excellence to the best future we imagine.

OUR MISSION

To engage the world by being a community of leaders with heart.

Challenging our students to be **LEADERS** *with heart*

OUR VISION

To be an academic institution built on a foundation of intellectual rigour, a belief in the common good, and a commitment to civic engagement.

FOR
OUR
ROOM

TO **LEAD WITH**

heart

YOU NEED
THE **SKILLS** TO
SHAPE **TOMORROW**

Dr. Barry Craig,
Principal,
Huron University College



OUR STRATEGIC GOALS

1

Transform the Landscape of
Liberal Arts Education In Canada

2

Put **Students** at the Heart of Huron

3

Position Huron on the **Global Stage**

4

Build for the Future

1

TRANSFORM THE LANDSCAPE OF LIBERAL ARTS EDUCATION IN CANADA

STRATEGIC GOAL

At Huron, we've created a new model of liberal arts education for the 21st Century. We are crafting a fusion of liberal arts, leadership studies, and ethics. Our rationale is simple: Leaders need creative thinking skills, but they also need to know how to run a company, law firm or organization. And because our world needs leaders with a moral compass, our whole course of study is built around an ethical core, infused with lessons on leadership, principle, and service.

This strategic goal is essential to Huron's future because to survive – indeed, to lead – in our increasingly competitive post-secondary landscape, we must offer students the best teachers, spaces, and opportunities to research, learn, and live.

THERE IS VALUE IN MANY VOICES

WE WILL BECOME A *leader in liberal arts innovation ...*

by creating collaborations that
open new paths to active learning

- Every student will have the opportunity to volunteer in the community (Fall 2021)
- Every student will have internship opportunities in the community (Fall 2021)
- Create and implement the Huron Core Curriculum of liberal arts, business, and ethics (Fall 2021)
- Create additional interdisciplinary programs to expand learning across academic disciplines (Fall 2020)
- Create more dual degree partnerships with Western's Ivey Business School (Fall 2018)
- Launch collaboration with Harvard Business School HBX (Done)
- Establish partnerships with prestigious international universities (Fall 2019)
- Increase the numbers of students in honours programs to support our mission of elite, yet accessible education (Fall 2021)
- Create capstone (thesis, research, community-based) opportunities for all students (Fall 2021)
- Add full-time tenure track faculty to support our academic mission (Fall 2023)

GOAL
80%
OF COURSES
ARE TAUGHT BY
FULLTIME FACULTY
(FALL 2022)

WE WILL DEMONSTRATE THE *civic value of a liberal arts education ...*

by building multiple bridges between
campus and community

- Create physical spaces on campus to open our doors to artists, community leaders, and thinkers – indeed, to all members of the community. Provide places to discuss and resolve social issues, and interact meaningfully with Huron students, alumni, and faculty. (Fall 2019)
- Create performance space on campus that provides for large-venue conferences, workshops, art exhibits, theatre, and music. (Fall 2020)
- Facilitate greater civic engagement for faculty, through the sharing of their talents and knowledge, support for research projects with civic purpose, and ongoing engagement with business and community leaders. (Fall 2019)

WE WILL INCREASE *research opportunities for faculty and students ...*

because learning to create new knowledge
is the way to move our world forward

- Demonstrate the value to society of liberal arts research in addressing social issues. (Ongoing)
- Continue institutional support for engaging, creative, and immersive research experiences offered to all undergraduate students through the Centre for Undergraduate Research and Learning. (Ongoing)
- Develop further opportunities for experiential and community-based learning with volunteer and internship opportunities that connect the classroom to the community, and the community to the classroom. (Fall 2019)
- Create a Research Support Office to provide administrative support for transformative research projects, and to help with securing long-term research funding. (Fall 2019)



Dr. Kate Lawless,
Assistant Professor,
Centre for Global Studies

PUT STUDENTS AT THE HEART OF HURON

STRATEGIC GOAL

At Huron, our students are at the heart of all we do. Because of our small size and our philosophy of active, engaged learning, Huron is able to nurture each student's individual gifts, so they can achieve their own unique aspirations.

We are committed to creating the best learning and living experience possible for all our students. This means recruiting the most talented, promising, and diverse students, and providing them with the support they need to thrive, all the while ensuring our campus is safe, compassionate, and welcoming.

Our strength is our students – and we must constantly strive to improve the experiences we offer them.

WE WILL CREATE A COMMUNITY THAT IS *diverse and equitable* ...

because there is value in many voices, and everyone deserves a safe space to learn.

- Increase enrolment of women to 50% (Fall 2020)
- Implement recommendations of the Truth & Reconciliation Commission (Fall 2020)
- Implement campus diversity and equity policy (Jan 2019)

WE WILL INCREASE *domestic enrolment* ...

to build a sustainable cohort of gifted, ambitious, and inspired students.

- Increase admissions averages to a level that surpasses all other Canadian liberal arts institutions (Fall 2023)
- Develop stronger relationships with key Ontario and Canadian schools to identify promising recruits (Fall 2020)
- Renew partnerships with independent schools with high-level personal outreach (Ongoing)
- Strengthen presence in London-area schools (Ongoing)

WE WILL INCREASE *international enrolment* ...

to add richness to our discourse through diverse experiences and perspectives.

- Identify and focus resources on key international markets (Fall 2018)
- Hire native-speaking admissions officers for each key market (Fall 2018)
- Add resources to support enrolled international students (Ongoing)
- Increase Principal visits to key international markets (Ongoing)
- Engage faculty to leverage their international connections (Ongoing)
- Expand services for English as a second or additional language (Fall 2018)

WE WILL INCREASE *retention and graduation rates* ...

to support the considerable efforts we take to recruit top-level students.

- Add robust mental health support services to Huron campus (Spring 2019)
- Implement recommendations from review of student services (Fall 2018)
- Implement student-at-risk strategy (Fall 2018)
- Implement strategy to provide career planning and career-readiness support (Fall 2019)
- Ensure all students, whether living in residence or off campus, are integrated in activities to build life-long networks, interpersonal skills, and career-readiness, such as social events, study groups, volunteering, community service, internships and more. (Fall 2019)



BIG IDEAS
ARE BORN
IN SMALL
PLACES

Inam Teja,
Huron Students' Council President



POSITION HURON ON THE GLOBAL STAGE

STRATEGIC GOAL

Huron has been called a “hidden-gem.” But to grow to sustainable levels, and attract the most promising students and faculty, Huron needs to broadcast its distinct advantage to the widest possible audience.

Huron maximizes the benefits of an intimate, personalized campus, and transforms it into a totally new level of experience for students. Our students are **Educated to be Leaders with Heart**. This is what sets us apart from other liberal arts institutions.

Our graduates go on to be not just leaders, but leaders with integrity and principle, who have the moral compass needed to solve the volatile, uncertain, and ambiguous issues of today and tomorrow.

Students, parents, and supporters need to understand the uniqueness of Huron’s Leaders with Heart mission. This is essential to maintaining our level of elite education, ensuring a sustainable future, and building multiple levels of ongoing support.

WE WILL COMMUNICATE

Huron’s story effectively to the world ...

so that we can grow from a “hidden gem” to a destination university

- Maximize use of social and new media to engage key audiences. **(Ongoing)**
- Create marketing materials that stand out from the crowd, illustrate what is unique about Huron, and bring our story to life. **(Done)**
- Create recruiting materials that tap into students’ passions, speak to them in ways they speak to each other, and inspire them to take a serious look at Huron. **(Done)**
- Find, develop, and pitch great Huron stories to media. Create multiple and meaningful opportunities for Huron community members to shine in traditional and new media. **(Ongoing)**
- Create and launch a compelling, intuitive, and interactive website. Celebrate it with audacious media and marketing campaigns. **(Summer 2018)**

GOAL
20%
INCREASE IN ALUMNI
ENGAGEMENT
AND GIVING

WE WILL CREATE A VIBRANT AND ENGAGED *alumni network ...*

because alumni are our most effective ambassadors and astute advisors

- Increase regular contact with alumni by +20% **(Fall 2019)**
- Increase annual fund giving by alumni by +20% **(Fall 2021)**
- Implement alumni internship and mentorship program to connect fellow alumni and senior students to distinguished alumni from a range of professional fields **(Fall 2019)**
- Increase Principal’s personal connections with alumni **(Ongoing)**

A FREE
SOCIETY
NEEDS
LEADERS
WHO SEEK
THE TRUTH

Karisma Sharma,
Huron student

4

BUILD FOR THE FUTURE

STRATEGIC GOAL

Huron must present a face to the world that reflects the innovation and excellence for which we are known. This is essential for student and faculty recruitment, as well as donor, alumni, and community engagement. We have a beautiful campus situated in a gorgeous woodland setting. Our buildings are historic, and some are majestic. But it has been nearly two decades since our last major capital project. Many of our structures, built in the 1950s, are dated and not as functional as they need to be to support Huron's active learning environment.

The construction of environmentally sound, contemporary spaces will create the opportunity for meaningful new connections to broaden Huron's reach and reputation. Through renovation and reconstruction, we will present a first impression that truly reflects the energy, spirit, and creativity of the Huron experience.

WE WILL RENOVATE

our existing campus ...

to preserve, protect, and restore our proud 150-year+ history and tradition

- Renovate Benson House into new Alumni House (Done)
- Renovate Cronyn House into new International House (Fall 2018)
- Renovate Brough House (Fall 2019)
- Increase environmental sustainability of campus (Ongoing)

THE FUTURE WE IMAGINE IS THE FUTURE WE BUILD

WE WILL RAISE CAPITAL

to create new spaces ...

by making a compelling case for Huron's future

- Complete fundraising feasibility report (Done)
- Appoint capital campaign leadership (Fall 2018)
- Produce Case for Support (Fall 2018)
- Pursue and meet campaign goal of \$25 Million (Ongoing)

WE WILL COMPLETE THE

Huron Renaissance Project ...

to provide innovative learning, teaching, and research spaces to support the Huron Advantage

- Finalize project scope (Fall 2018)
- Construct new building(s) (Fall 2021)

CAMPAIGN GOAL
\$25 MILLION



“A good head and
a good heart are
always a formidable
combination.”

Nelson Mandela



Huron
AT WESTERN

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