

Meeting the Moment

Strategic Plan 2025-2030



THE UNIVERSITY OF WINNIPEG

**WHEN YOU RISE
TO MEET THE
MOMENT,**

U

WILL

Together, we will lead with purpose, act with courage, and shape what comes next.



Taylor Cangemi
Biology major & Wesmen athlete

Hailey Langford
PhD in Bioscience and Policy student

Ian Bawa
Alumnus & filmmaker



Land Acknowledgement

The University of Winnipeg is located on Treaty One Territory and the National Homeland of the Red River Métis, in Wiiniibak, Manido Abi. We acknowledge these are the ancestral lands of the Anishinaabeg, Anisininew, Ininiwak/Nehethowuk, Oceti Sakowin/Dakota Oyate, and Michif (Métis) Peoples, that our water is sourced from Shoal Lake 40 First Nation in Treaty Three Territory, and that most of our hydroelectricity comes from Treaty Five Territory in northern Manitoba.

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Message from the President

I am pleased to present the University of Winnipeg’s new Strategic Plan, which will guide the direction of our institution over the next five years and provide a foundation for continued progress well into the future.

This Plan has grown out of extensive consultation with members of the University of Winnipeg community. Students, faculty, staff, alumni, and external partners offered valuable insights that shaped the themes, priorities, and commitments contained in this document. The result is a Strategic Plan that reflects the diverse voices and experiences of our institution. Through it, we come together to affirm our collective path forward.

This Strategic Plan builds on the foundation of the 2015 Strategic Directions, which outlined five key priorities for UWinnipeg: Academic Excellence and Renewal; Student Experience and Success; Indigenization; Research Excellence, Knowledge Mobilization, and Impact; and Financial and Institutional Resilience.

These themes continue to hold relevance today. In fact, they have directly informed the development of this new Plan. The five strategic pillars – Academic Excellence, Transformational Research, Reconciliation and Indigenous Excellence, Community Engagement, and Campus Revitalization – extend from this earlier framework; they are now refined by our current context and the voices of our community.

While the structure of the Plan has evolved, its core purpose remains unchanged: to provide a clear and aspirational collective framework for institutional advancement. Notably, student success – a cornerstone of our mission – is now embedded throughout all five pillars, underscoring its essential role in all aspects of university life. Similarly, financial sustainability is recognized as a critical enabler of our strategic goals. Although not articulated as a standalone priority, it underpins each pillar and is integral to our ability to deliver on the objectives set out in this Plan.

Two overarching commitments, Advancing Truth and Reconciliation and Championing Equity, Diversity, and Inclusion, serve as guiding principles for the entire Plan. These commitments are not standalone objectives; because they are at the core of who we are as a university, they guide our decisions throughout each of the five strategic pillars.

To implement this Strategic Plan, academic and administrative leadership will develop tailored tactical plans that support each of the five pillars. These supporting plans will be action-oriented and contain measurable outcomes. This implementation stage will continue to involve meaningful and transparent community engagement to ensure that the direction we take remains inclusive, accountable, and aligned with our shared values. We will share opportunities for further engagement as this work progresses.

Thank you to all members of the University community, and particularly to our students, who participated in the consultation process and contributed to this important work. Your involvement has helped shape a Strategic Plan that reflects our identity, ambitions, and collective commitment to excellence.

As we look ahead, this Plan provides both direction and inspiration. I look forward to this exciting next stage in the life of our University community.



Dr. Todd Mondor
President and Vice-Chancellor
The University of Winnipeg

Mission

The University of Winnipeg is committed to excellence in post-secondary education through undergraduate and graduate programs that are rooted in the liberal arts and sciences, culminating in degrees in Arts, Science, Education, Business and Economics, and Kinesiology and Applied Health, in addition to programming offered through Professional, Applied and Continuing Education (PACE) and the UWinnipeg Collegiate.

Guiding Principles

We are guided by a commitment to our students, fostering a supportive community that upholds the values of human dignity, equality, non-discrimination, and diversity. Accessibility and excellence are dual priorities; we strive to make our university welcoming to all while maintaining academic excellence.

Values

The University of Winnipeg is guided by a shared commitment to:

Academic Freedom: Upholding the right to explore, challenge, and communicate knowledge without constraint.

Accessibility and Excellence: Fostering welcoming learning environments while upholding rigorous academic standards.

Community Engagement: Cultivating respectful, reciprocal, and mutually beneficial relationships within and beyond the University.

Vision

To inspire learning, research, and collaboration that empower students, faculty, staff, and partners to positively transform communities and contribute meaningfully to society.

Consultation and Engagement

The Strategic Plan reflects the voices, experiences, and insights of the University of Winnipeg community. Its development was shaped through a series of broad and intentional consultations, designed to ensure inclusive participation across all areas of the University and with external partners. This process was grounded in a series of complementary phases of engagement. Each phase informed the next, allowing for a responsive and iterative approach that prioritized listening, reflection, and shared direction.

- › February 2024: Higher Education Strategy Associates (HESA) visited campus to conduct 19 interviews with University and community leaders. This included the inaugural meeting of the Strategic Planning Steering Committee.
- › March to June 2024: HESA facilitated 34 internal and external consultation sessions, including nine sessions with Indigenous faculty, staff, students, and external Indigenous partners; a session for BIPOC community members; and a session for 2SLGBTQ+ participants. Additional sessions were added in response to community interest. Over 400 people participated in this phase.

- › September 2024: An institutional survey invited further input from the University community.
- › Informed by the themes from earlier consultation phases, the survey included both open-ended and thematic questions. More than 500 individuals responded.
- › October 2024: A “What We Heard So Far” report summarizing preliminary themes and input was published on the Strategic Planning website and shared with faculty, staff, and students, along with an invitation for additional feedback via an online form.
- › January 2025: The Strategic Planning Steering Committee, building on the groundwork established by HESA and community feedback, completed a draft Strategic Plan.
- › February 2025: The draft Plan was shared with the broader campus community during an open consultation session. A final survey was also circulated, providing multiple avenues for feedback that informed the final version of the Strategic Plan.

Supporting Plans

This Strategic Plan provides a high-level framework to set the direction for the University, focusing on overarching goals and key objectives that define our institutional priorities and values. It is not a tactical or operational document; rather, it provides a shared vision to inform strategic decision-making across the institution. To realize the goals of this Strategic Plan, a set of supporting plans will be developed to address key areas integral to overall success. Each supporting plan will be informed by further consultation and active engagement with our campus community, ensuring diverse perspectives are represented throughout the creation and implementation processes.

Each supporting plan will:

- › Be aligned with the overarching Strategic Plan
- › Be informed by further consultation and engagement with faculty, staff, students, and partners
- › Define the actions, timelines, and responsibilities required to advance the goals
- › Include measurable outcomes and performance metrics
- › Provide mechanisms for accountability and regular progress reporting

Overarching Commitments

The following overarching commitments guide our actions across the five pillars of this Strategic Plan. All initiatives developed to support the five pillars must honour these commitments.

- › **Advancing Truth and Reconciliation:**
Lead Reconciliation by honouring Indigenous knowledge, committing to Indigenous excellence, strengthening Indigenous partnerships, and embedding these values across the University.
- › **Championing Equity, Diversity, and Inclusion:**
Build an inclusive and welcoming campus where everyone feels valued and has the chance to succeed, including ensuring accessibility for people with disabilities and making meaningful strides in Black inclusion and excellence, per our status as a member of the Scarborough Charter.



Physics major Thomas Hepworth was one of only six Canadian students selected by the Institute for Particle Physics to join the groundbreaking research taking place at the European Organization for Nuclear Research (CERN).

Pillar 1: Fostering a thriving academic community of excellence

Goal: We will champion innovative, diverse, and inclusive academic environments that equip faculty and students to transform communities in Winnipeg and beyond.

Key objectives:

Centre student success in the classroom and beyond

- › Cultivate personalized, meaningful learning environments in and outside the classroom.
- › Continue to improve supports for students from diverse backgrounds.
- › Provide accessible and flexible education that fosters student-centered learning and engagement.
- › Enhance integrated student supports.
- › Create thriving communities of student engagement and career development.
- › Bolster UWinnipeg’s unique role in supporting lifelong learning and employability.

Advance interdisciplinary collaboration and education

- › Encourage interdisciplinary collaborations across faculties to foster transformative pedagogies and research engagement.
- › Foster Indigenous ways of knowing and EDI principles in teaching and learning.
- › Nurture an inclusive culture of academic inquiry.
- › Develop alternative pathways to academic programs to enhance access to education.

Expand faculty supports in teaching and learning

- › Bolster faculty supports to generate transformative learning and working environments across departments, faculties, and disciplines.
- › Develop opportunities for innovation and flexible learning.
- › Establish transparent hiring practices that align with the principles of EDI, the Scarborough Charter, Truth and Reconciliation, and the University’s Indigenous Identity Policy.
- › Champion the representation and retention of faculty and students from a diversity of backgrounds.

Hailey Langford is working with UWinnipeg's Dr. Anuraag Shrivastav to develop new life-saving screening tests for cancer. She is also a graduate student in the University's first doctoral program, the PhD in Bioscience and Policy.



Pillar 2: Partnering for transformational research, scholarship, and creativity

Goal: We will explore new pathways and spark innovation, creating a meaningful future for our community.

Key objectives:

Transform research through collaboration and innovation

- › Empower faculty and students to lead partner-engaged, mission-driven research and creative practices that tackle real-world challenges, enhance the human experience, and inspire new ways of thinking.
- › Strengthen pathways for creative expression, social innovation, technology commercialization, and knowledge mobilization.
- › Advance dynamic curricular and co-curricular experiences of our research trainees to develop the next generation of thinkers, innovators, and leaders.
- › Champion transformative research to inform public policy, provoke critical reflection, and advance sustainability, inclusivity, and cultural vitality.

Advance equity, access, and impact in research

- › Identify and remove systemic barriers to access for historically excluded and marginalized groups, ensuring equitable opportunities for all scholars and creators.

- › Champion research that advances EDI, Truth and Reconciliation, and Indigenous excellence, integrating Indigenous perspectives to enrich and deepen research outcomes.
- › Enhance collaborations with the communities we serve to co-create knowledge that directly benefits society and drives meaningful change.

Strengthen resources and support for research excellence

- › Safeguard and expand internal grants and start-up funding for new and early-career investigators, empowering them to thrive.
- › Leverage our successes in garnering external grants and expand strategic partnerships to support scholarly, artistic, and community-engaged inquiry.
- › Build and nurture research mentorship networks that guide researchers and foster inclusive collaborations.
- › Invest in world-class, state-of-the-art research laboratories, creative spaces, and archival facilities to enrich scholarly productivity and institutional reputation.



The inaugural Indigenous cohort for the Developmental Studies Program graduated at the 2024 spring convocation. This diverse cohort included graduates from as far north as Lac Brochet and Split Lake.

Pillar 3: Supporting reconciliation and Indigenous excellence

Goal: As a community, we will become a leader in nurturing ethical and collaborative environments that advance Truth and Reconciliation, Indigenousization, and Indigenous excellence.

Key objectives:

Develop and enhance a culturally inclusive and supportive community, and increase a sense of belonging for Indigenous students, staff, and faculty at the University

- › Strive for diverse Indigenous participation across all levels of institutional decision-making, including Indigenous representation in governance structures.
- › Review UWinnipeg policies to remove harmful colonial assumptions and promote Reconciliation and Indigenous excellence; encourage consultation with Indigenous community when revising policy.
- › Facilitate increased collaboration by creating a University-wide strategy to advance Reconciliation and Indigenous excellence in collaboration with internal and external Indigenous partners, including shared definitions for key terms.

Foster Indigenous excellence across research, scholarship, teaching, and learning to support Indigenous students and scholars as leaders

- › Increase inclusion of Indigenous knowledges and practices across curricula.

- › Revise policies and procedures to support Indigenous research and engagement with Indigenous communities, as well as related considerations (e.g., community expectations, Indigenous data sovereignty, benefitting and empowering community).
- › Foster an environment that supports the growth and development of Indigenous employees and students, ensuring access to meaningful opportunities and resources.
- › Establish short- and long-term strategies for the recruitment and retention of Indigenous faculty, staff and students.

Build and prioritize respectful and reciprocal relationships with Indigenous communities, both internally and externally

- › Align University and community priorities to foster meaningful relationships, shared understanding, and the pursuit of mutually beneficial goals.
- › Co-create opportunities to welcome Indigenous communities into campus life, and, likewise, University community to participate in Indigenous community spaces (both in Winnipeg and in rural communities) in pursuit of shared objectives.

Ian Bawa (BA 08) is a celebrated alumni filmmaker. His documentary work can be found on CBC Gem and Super Channel, and his films have been featured at a variety of festivals, including the Toronto International Film Festival.



Pillar 4: Engaging with our community

Goal: The University is committed to building strong, inclusive relationships across campus and beyond. By engaging students, faculty, staff, alumni, local communities, and external partners, we foster meaningful collaboration and shared impact.

The University of Winnipeg maintains a diverse network of relationships that includes students, faculty, staff, alumni, donors, civic organizations, Indigenous communities, and collaborators. This pillar focuses on fostering meaningful connections—internally and externally—that reflect our values, amplify our impact, and sustain our long-term success.

Key objectives:

Amplify our role and impact across communities

- › Cultivate respectful, reciprocal relationships with Indigenous and diverse communities to honour diverse histories, cultures, and lived experiences.
- › Leverage our campus size to foster connection, accessibility, and an environment that supports academic and professional success.
- › Build on our contributions to quality of life and social resilience to make a meaningful difference in our surrounding communities.
- › Strengthen collaboration with civic and provincial partners by leveraging our downtown location and community connections.

Foster belonging and engagement within our University

- › Cultivate a culture of respect, inclusion, and shared purpose among faculty, staff, and students.
- › Provide resources and professional development to help faculty, staff, and students feel valued and succeed.

- › Celebrate the achievements of all members of the UWinnipeg community, fostering pride in collective success.
- › Highlight the essential role students play as contributors to a vibrant campus and as future leaders driving positive societal change.

Expand and strengthen alumni, donor, and partner engagement to sustain growth, support student success, and advance the University's mission.

- › Foster connection, mentorship and knowledge exchange between alumni and students.
- › Promote the University's positive impact through inclusive storytelling, advocacy, and engagement.
- › Strengthen philanthropic relationships that advance student success and institutional priorities for meaningful, lasting impact.
- › Amplify the role alumni, donors, local communities, and partners have in our University's current and future success.



Every September, campus comes alive with returning students celebrating the new term with the annual Welcome Back BBQ and Duckworth Great Rock Climb.

Pillar 5: Revitalizing our campus

Goal: Through partnerships and community support, we will create an environment that provides opportunities for students, staff, faculty, and community members to build a more sustainable, accessible, vibrant, and connected University campus.

Key objectives:

Create welcoming spaces that enhance the learning, teaching, and research experience for our University community

- › Develop teaching and research spaces that attract students and faculty to UWinnipeg.
- › Create a campus environment that prioritizes safety, inclusivity, and a sense of belonging for all students, faculty, and staff.
- › Enhance spaces and services that support meaningful social, cultural, and academic interactions.
- › Create welcoming, accessible spaces that reflect the diverse needs of students, staff, faculty, and visitors while fostering connection, collaboration, and a vibrant campus experience.

Develop spaces that attract and facilitate community engagement

- › Develop spaces that attract diverse community groups to campus.
- › Continue to advance and promote campus sustainability goals as a key part of new and renovated spaces.

- › Create Indigenous spaces across campus for our Indigenous community members to gain a sense of familiarity, comfort, and belonging.
- › Expand access to our activities and facilities for community members, creating a vibrant hub that meets the needs of our community.

Enhance operational excellence and transform our information technology infrastructure

- › Invest in information technology systems that enhance learning, teaching and research.
- › Support the integration of innovative tools and resources to empower the University community.

Acknowledgements

This Strategic Plan would not have been possible without the insight and guidance from the Strategic Planning Steering Committee. Thank you to each committee member for their dedication to this important project.

Chair

Todd Mondor, President and Vice-Chancellor

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Special thanks to the team at Higher Education Strategy Associates (HESA) for supporting the early stages of consultation and data gathering, and to the team at Show & Tell for their collaborative support in aligning community engagement.

Whether leading on the court or conducting research as part of the UWinnipeg Bat Lab, biology major and Wesmen Women’s Volleyball player **Taylor Cangemi** exemplifies what it means to be a true student-athlete.





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