

Iniskim

UNIVERSITY OF
LETHBRIDGE

STRATEGIC

P L A N

LAUNCHED 2025

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University of Lethbridge Strategic Plan (2025 – 2035)

Our 10-year strategic plan provides a long-term framework to enhance academic excellence, research innovation, and community engagement. A comprehensive review will occur at the five-year mark to allow assessment of progress, evaluation of challenges, and to consider emerging trends in higher education.

Iniskim

The University of Lethbridge's Blackfoot name is Iniskim, meaning Sacred Buffalo Stone. The University is located in traditional Blackfoot Confederacy territory. We honour the Blackfoot people and their traditional ways of knowing in caring for this land, as well as all Indigenous Peoples who have helped shape and continue to strengthen our University community.



Welcome *Oki*

The University of Lethbridge (Iniskim) was founded in 1967 because a determined group of citizens believed southern Alberta warranted its own university. Thanks to

the efforts of many, ULethbridge has supported the region, Alberta, and Canada through teaching, research, and outreach activities, and has prepared

thousands of graduates to make important contributions in communities around the world.

In 2023, our University embarked upon the process of developing a next strategic plan to respond to a rapidly changing world and how we will realize our potential for the people and communities we serve. Our priority was to bring together our internal and external stewards and champions so we could collectively build a plan that is bold, ambitious, and resilient to future challenges.

We are grateful to everyone who brought their insights and ideas forward. Your input was critical.

The University of Lethbridge Strategic Plan defines who we are, our values, and commitment, and sets the direction for our next 10 years. We will challenge boundaries and inspire curiosity. We will be a place where people aspire to learn, work, and contribute. We will shape the future and engage communities.

Now, the important work of bringing our collective vision to life begins. What the University becomes and the impact we are able to have depends on each and every one of us.

It's time to connect, be courageous, and take action.

Sincerely,

Dean Gallimore (BMgt '84)
Chair, Board of Governors
University of Lethbridge

Digvir Jayas, Ikkayiinnii (Fast Buffalo)
OC, PhD, DSc, PEng, PAg, FRSC
President & Vice-Chancellor
University of Lethbridge

The Tipi *Niitoyis*

For the Blackfoot people, niitoyis – the tipi – is where the transfer of knowledge takes place. There are four keystone poles that make up the tipi structure with supporting poles that come together in a circular design, without hierarchy, intersecting at the top and reaching for the sky and stars. This is the intersection of the living world with the spirit world and it's where knowledge transfer happens.

Like the tipi's keystone poles, at Iniskim we have four strategic directions and supporting goals, all intersecting, crossing boundaries, and transferring knowledge. Everyone is invited to our tipi – it is home for our students, employees, alumni, and friends.



likaisskini (Low Horn)
Dr. Leroy Little Bear
(BAsc (BA) '72, DAsc '04)
Vice-Provost, Iniskim Indigenous Relations
University of Lethbridge

Strategic Directions

**Engage
Communities**

**Be a Place Where
People Aspire to
Learn, Work,
and Contribute**

**Challenge
Boundaries
and Inspire
Curiosity**

**Shape the
Future**





Who We Are

The University of Lethbridge is Iniskim, or Sacred Buffalo Stone, located in the heart of traditional Blackfoot Confederacy territory in southern Alberta.

We are an inclusive university that values diverse experiences and backgrounds, ensuring all students find their place and purpose here.

Our people are our greatest strength, and we are dedicated to fostering growth and success for both our students and employees.

Leveraging the depth of student engagement enabled by our smaller size, we distinguish ourselves by holding the undergraduate and graduate student experience at the forefront of our exceptional teaching, research, and support activities. Through what we call our liberal education approach, students and alumni learn to critically integrate ideas and experiences across disciplines, equipping them with the

adaptive thinking and the skills necessary to navigate, succeed, and contribute in a rapidly changing world.

We are a public comprehensive university, with campuses in Lethbridge and Calgary, deeply committed to excellence and free inquiry in research, teaching and learning, and to supporting the aspirations of regional communities while having a global impact. We forge and strengthen meaningful connections within and between our communities, both on and off campus, and with our alumni community.

Together, we transform lives and communities.

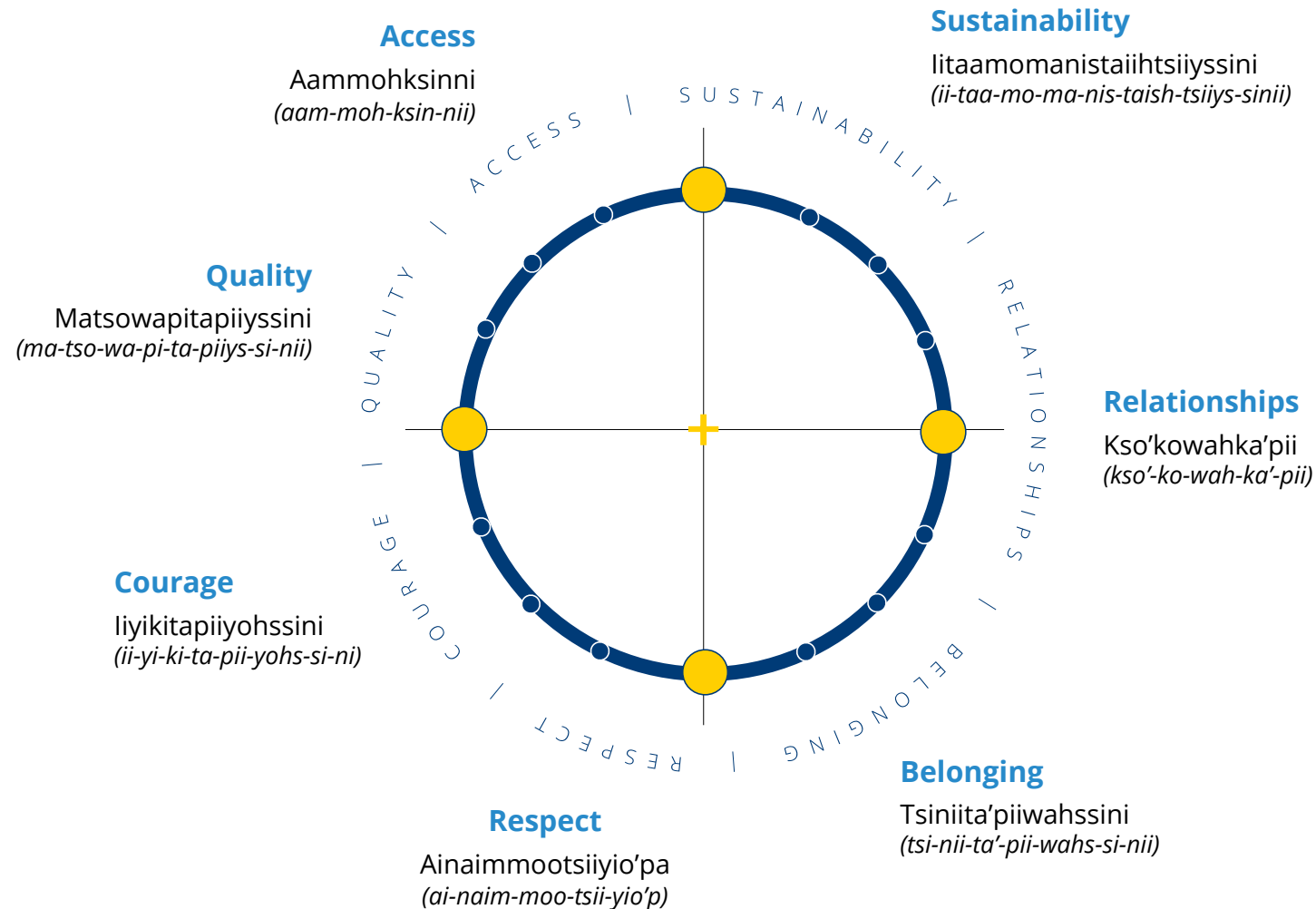


Aitapitsskskaniyo'pa Our Values

Aitapitsskskaniyo'pa

(ai-ta-pitssk-ska-nii-yo'p)

Our values underpin and inform everything we do, and each manifests in unique ways across the diverse activities at our university.



Our Commitment

- We are respectful, collaborative, and honest in our actions and decisions.
- We weave Indigenous knowledges, cultures, and traditions into the fabric of our university.
- We excel in high-quality interdisciplinary teaching, research, and creative activities where imagination, innovation, experiential learning, and problem-solving thrive across disciplinary boundaries.
- We protect the importance of knowledge and discovery, and the role of academic freedom in that pursuit.
- We advance exceptional and inclusive student and employee experiences, and financial, environmental, and social sustainability.
- We work in partnership with communities, in an environment of rapid technological and societal change, to navigate and shape the world of tomorrow.

STRATEGIC DIRECTION

Challenge Boundaries and Inspire Curiosity

We bring curiosity, imagination, and courage to our activities, creating spaces, systems, and opportunities for interdisciplinary teaching, learning, research, and creative activity to flourish.

We challenge traditional boundaries between academic disciplines, communities, cultures, and sectors to learn from each other. We create connections that make each of us, and our work together, stronger and more impactful.



Expand perspectives

We value courageous conversation, respectful debate, and participation from all campus members. We learn from each other's knowledge and experiences, and actively promote the safe, respectful, open, and accessible exchange of ideas.



Weave Indigenous knowledges and cultures into all we do

We integrate Indigenous perspectives into curricula, research, and services. We empower all community members to engage confidently with Indigenous history and ways of knowing, with an emphasis on building and maintaining strong relationships that acknowledge interconnectedness and reciprocity.



Inspire boundless, interdisciplinary teaching, learning, and research

Across our exemplary teaching, learning, and research, strong disciplinary expertise and rigour inform valuable interdisciplinary exchanges, connections, and discoveries.

In teaching and learning we take a liberal education approach, foregrounding breadth and

integration across academic disciplines, and combined with our strong commitment to experiential learning and undergraduate and graduate research, this enables critical insight, curiosity, and student-driven learning, empowering skilled graduates to lead and succeed in a rapidly changing world.

Our leading-edge research and creative activities work to actively benefit and inform society, cultures, and communities by embracing intellectual curiosity, creating new knowledge, challenging norms, and partnering and contributing to the knowledge economy across sectors.

STRATEGIC DIRECTION

Be a Place Where People Aspire to Learn, Work, and Contribute



Deliver an exceptional student experience

Provide high-quality and holistic teaching and learning experiences, spaces, and supports for the physical and mental well-being of students

from all backgrounds, enabling each student to find a strong sense of purpose, belonging, and personal growth in and out of the classroom.



Be a supportive and inclusive environment for all

Create a welcoming, diverse, and accessible community where equity, respect, and belonging are central, enabling all individuals to pursue their academic and professional goals in a safe and supportive environment.



Empower talent and inspire professional success

Support the professional growth of all employees, cultivating leadership, well-being, and career fulfillment by investing in skills, effective and collegial governance, work-life balance, and development opportunities.

Our people are our greatest strength. We grow a culture rooted in curiosity, respect, access, and belonging.

We empower student success and provide exceptional experiences and spaces while valuing and supporting our employees in bringing their unique strengths to their work.

STRATEGIC DIRECTION

Shape the Future

We build a better future by leveraging our collective expertise to confront local and global challenges.

Our students and employees are equipped with the skills and tools to be aspirational, adaptable, and resilient in their lives and careers, meeting present needs without compromising future generations.

SHAPE THE FUTURE



Navigate change with critical insight and resilience

The issues we face and the skills, knowledge, and technologies we need evolve quickly and often. We prepare students and employees with skills, interdisciplinary insight, critical thinking, and adaptability to navigate their future careers and personal paths with resilience and leadership.



Advance sustainability and global change solutions

We centre sustainability in our teaching, research, operations, and infrastructure by leveraging knowledge systems, technology, innovation, and collaboration to address pressing environmental challenges and grow sustainably.

Enhance financial resilience

To invest in our people, communities, teaching and research priorities, and future opportunities, we promote a financial strategy that balances sustainability, efficiency, and growth. Recruitment and retention, advocacy, strong donor and partner relationships, and revenue diversification and growth are essential to our approach.

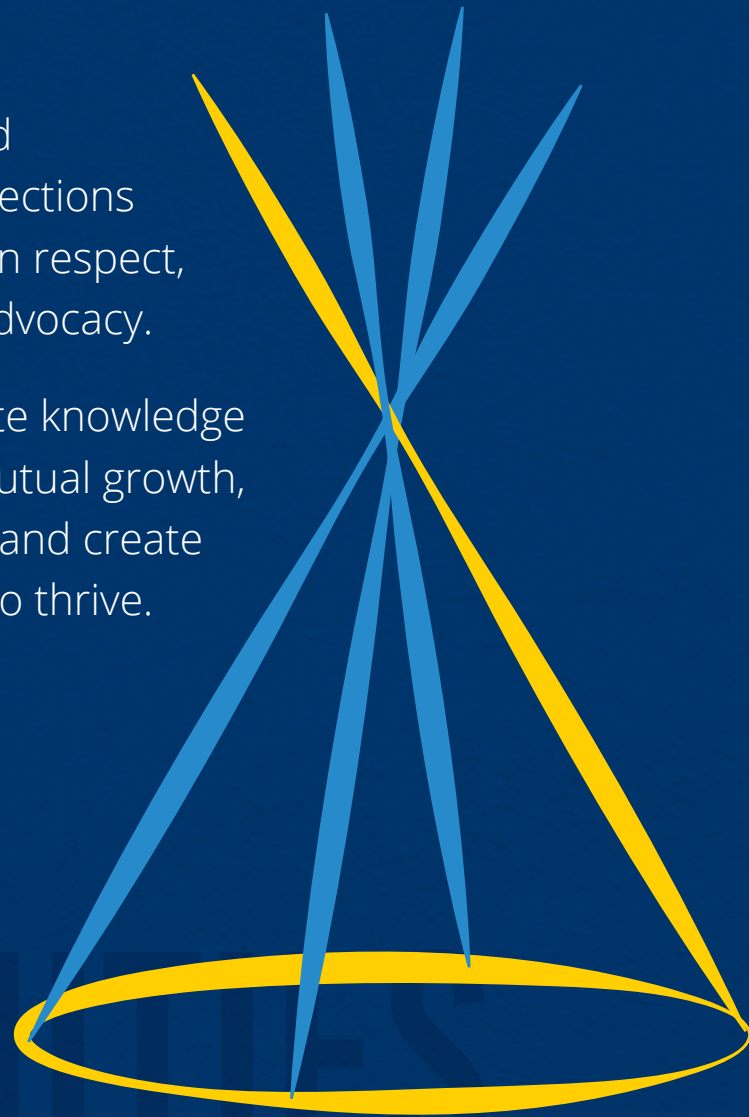


STRATEGIC DIRECTION

Engage Communities

We build relationships between people, places, and communities, creating connections and understanding based on respect, collaboration, and shared advocacy.

Together, we aim to generate knowledge and build capacity, foster mutual growth, address shared challenges, and create pathways for communities to thrive.



Thrive together

The University and our local communities experience mutual benefit when each is thriving. The University proudly engages as a vibrant and present partner in community, fostering shared understanding, growth, mutual advocacy, and meaningful support.

Advance reconciliation and strengthen ties with Indigenous communities

We are committed to building and nurturing meaningful, long-term partnerships with all Indigenous communities, rooted in truth, time, trust, respect, and mutual benefit. By engaging in active collaboration, we seek to advance reconciliation efforts while amplifying Indigenous voices and perspectives.



Partner for better solutions

As a public university, we strive to bring tangible value to our local, regional, and global communities through shared initiatives, knowledge exchange, institutional and industry partnerships, skilled graduates, alumni engagement, and community-based learning and research, ensuring that our contributions are respectful, responsive, and aligned with diverse community needs.



ENGAGE COMMUNITIES

At an institutional level, the Academic Plan, the Research Plan, and the People Plan drive the implementation of the Strategic Plan.

Each explicitly aligns with the four strategic directions and identifies the specific actions that will be taken across the institution to see the University of Lethbridge realize each goal. Action items generated through the integrated consultation process for this strategic plan will inform that work. Once annually, the vice-presidents accountable for the Academic, Research, and People Plans will each make a presentation to the General Faculties Council Strategic Planning Committee and the Board of Governors highlighting institutional progress toward each goal.

The Strategic Plan will also guide each of us and our units every day, to help us prioritize our work with a focus on leveraging our strengths and leaning into what makes the University of Lethbridge unique. These goals guide and inspire our work, especially when faced with choices about if or how to allocate our time, efforts, and resources.

Continued action in response to the Truth and Reconciliation Calls to Action, our own Campus Sustainability Strategy and Action Plan 2024-2030, as well as the Buffalo Treaty, the Okanagan Charter, and the Scarborough Charter, on which we are signatories, is also necessary to realizing our goals and will continue to inform our plans.

Take Action

Our internal and external communities identified what was most important to them and how we could best realize our commitments. Those priorities are articulated in the four strategic directions of this plan, while the goals guide and challenge us, both individually and collectively, to align our decision-making and actions in support of these goals.

Implementing the plan is a **collective commitment.**

We are Iniskim

University of
Lethbridge



Visit ulethbridge.ca/strategic-plan
to learn more about our strategic
plan and progress.