



**ACHIEVING
EXCELLENCE**

— on the —
World Stage

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Western
UNIVERSITY • CANADA





ACHIEVING EXCELLENCE

— on the —

World Stage

Western's new strategic plan, approved by the University's Senate and Board of Governors in January 2014, signals our determination to raise our institutional profile among globally pre-eminent universities. By strengthening our university's national and international reputation, we will be able to recruit and retain the world's brightest students, faculty and staff; enhance the value of a Western degree for current and future graduates; and enable our scholars and researchers, students and faculty alike, to grapple with the important questions of our time and seek solutions to our world's problems.

After consulting with hundreds of faculty, staff, students, alumni and community partners, we have developed *Achieving Excellence on the World Stage* as a plan for tomorrow guided by a powerful idea from our proud history – Western's motto.

VERITAS ET UTILITAS.

Today, our "search for truth and application of knowledge" remains the animating spirit of our shared ambition to seek always the betterment of the human condition.



What we're about as a university

Achieving Excellence on the World Stage invites us to celebrate our achievements and extend our reach toward higher goals. This starts with imagining what we might accomplish as an academic community if we broadened our perspective beyond former Western President Edward Hall's 1956 challenge "to think in terms of this university becoming the greatest university in Canada."

Accordingly, our new mission and vision challenges us to be bolder, and to think beyond our national borders toward playing a larger role in the world.

OUR MISSION

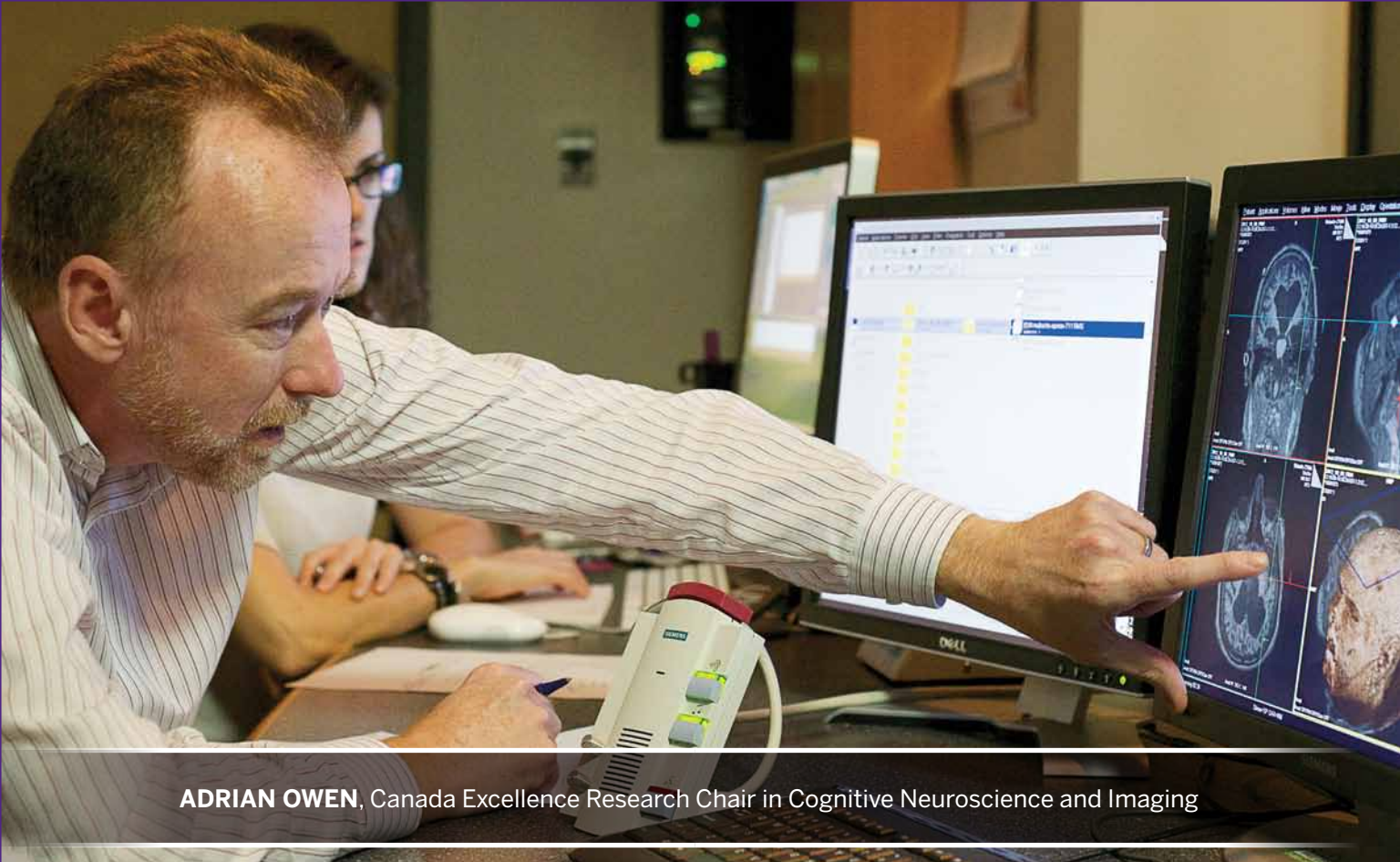
Western creates, disseminates and applies knowledge for the benefit of society through excellence in teaching, research and scholarship. Our graduates will be global citizens whose education and leadership will serve the public good.

OUR VISION

Western will be a destination of choice for the world's brightest minds seeking the best learning experience at a leading Canadian research university.



Together, we will...



ADRIAN OWEN, Canada Excellence Research Chair in Cognitive Neuroscience and Imaging



WESTERN'S IVEY BUSINESS SCHOOL offers the only undergraduate program in the world committed to the case-method of learning

Raise Our Expectations

Lead in Learning

BY CREATING A WORLD-CLASS RESEARCH AND SCHOLARSHIP CULTURE.

This plan challenges our campus community to become a more pre-eminent research-intensive university by raising our stature nationally and internationally. Meeting that challenge starts with creating a culture that places a higher value on scholarship and innovation, and strives to increase the impact and productivity of our research and scholarly activities.

To support this priority, we will focus more attention and resources on promoting and rewarding excellence in scholarship and innovation, knowledge creation and the translation of that knowledge into languages and applications useful in the public realm.

BY PROVIDING CANADA'S BEST EDUCATION FOR TOMORROW'S GLOBAL LEADERS.

We currently have among the highest average entering grades, student retention and graduation rates in the country. As we strive to maintain and strengthen these measures, we will also increase diversity within the student body, promote our internationalization strategy and develop sustainability programs and interdisciplinary studies within our curriculum.

To support this priority and continue fulfilling our commitment to 'leadership in learning' as articulated in Western's 1995 Strategic Plan, we will expand our capacity to provide our graduates with the knowledge and skills required to lead and succeed in a rapidly evolving global economy.



GORDON OSINSKI, Associate Director of the Centre for Planetary Science and Exploration, investigates future Mars missions with NASA scientists and Canadian astronauts



SAUMYA KRISHNA, BHS'13, Western's 22nd Rhodes Scholar

Reach Beyond Campus

BY ENGAGING ALUMNI, COMMUNITY, INSTITUTIONAL AND INTERNATIONAL PARTNERS.

We cherish our longstanding ties to London, and are highly cognizant of the importance of relationships with local stakeholders and institutional partners. We are also indebted to our relationships with regional, provincial, national and international organizations. These relationships contribute importantly to our rising profile as a global university.

To support this priority, we will strengthen further our public engagement and outreach not only beyond campus, across the city, province and country, but also around the globe.

Take Charge of Our Destiny

BY GENERATING AND INVESTING IN NEW RESOURCES IN SUPPORT OF EXCELLENCE.

If we are to achieve our aspirations, we will need incremental resources. As a publicly assisted university, Western depends significantly on grants from the provincial government to fund operations, and from the federal government for research support. However, we realize we operate in a fiscal environment in which there is a growing gap between public expectations and the government's ability to fund important public services and investments.

To support this priority, we will continue to make the case to government for increased public investment, as well as maintain our superior management of current resources. We will also become more diligent in seeking new opportunities to generate resources from non-traditional sources, including the successful completion of Western's \$750-million "Be Extraordinary" campaign.



Measuring our success

Every corner of this university community can contribute to the success of this plan. We are setting ambitious targets against which progress can be monitored, and each member of the Western community can impact one or more of these commitments.

- Attract the brightest students as demonstrated through the highest entering grade average and the highest number of students with external awards among Canada's leading research-intensive universities.
- Achieve the highest student retention and graduation rates among Canada's leading research-intensive universities.
- Enhance the learning experience by providing a community-based experiential learning opportunity, an international learning opportunity, or a research learning opportunity for all undergraduates who wish to pursue one as part of their degree.
- Increase international undergraduate student enrolment to at least 15% and domestic out-of-province student enrolment to at least 10% of the undergraduate student body.
- Increase graduate student enrolment to at least 20% of the total student body.
- Increase diversity among faculty and staff, including the recruitment and retention of designated employee groups (including women, visible minorities, aboriginal persons, and persons with disabilities) to lead or exceed the U-15 averages for representation.
- Add 100 research chairs, including 50 endowed chairs, in areas of strength.
- Increase our national share of funding awarded from each of the Federal Tri-Councils.
- Increase the number of faculty members who have won national and international teaching/research awards and similar distinctions.
- Double the number of academic Departments, Schools and Faculties that rank among the world's top 100 universities in major international surveys.
- Increase the share of the operating budget from non-provincial sources by 1% per year.
- Surpass our \$750-million "Be Extraordinary" fundraising campaign goal and grow the University's endowment to at least \$500 million by 2018.
- Build institutional capacity to sustain fundraising beyond the current campaign, with an eventual goal of increasing annual fundraising achievements to \$100 million.
- Double alumni engagement, as measured through a range of activities that will include alumni card requests, participation in programs and events, address updates, giving to the institution, and voluntarism, etc.

Achieving excellence with impact.

There is no greater testament to the value of a Western degree than our more than 260,000 extraordinary alumni living in more than 160 different countries around the world.



**MARNIE
MCBEAN**

Three-time Olympic gold medalist (Rowing)



**CAMERON
BAILEY**

Artistic Director, Toronto International Film Festival



**STEPHEN
POLOZ**

Governor, Bank of Canada



JACK COWIN

Canadian/Australian business icon and philanthropist



**DR. MARGARET
CHAN**

Director General, World Health Organization



DR. KEN CHU

Chairman and CEO of Mission Hills Group (Hong Kong)



**ROBERTA
JAMIESON**

CEO and President, Indspire
CEO and President, National Aboriginal Achievement Foundation



DAVID I. MCKAY

President, Royal Bank of Canada



**ADRIANNE
PIECZONKA**

Soprano opera singer and Officer of the Order of Canada



ALICE MUNRO

2013 Nobel Laureate (Literature)



DAVID I. MCKAY

President, Royal Bank of Canada



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Read the full strategic plan at
westernu.ca/achievingexcellence

