

# DARE INSPIRE ACHIEVE BUILDING THE FUTURE TOGETHER

2017–2022 Action Plan



UNIVERSITÉ  
LAVAL



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**LIST OF ABBREVIATIONS**

- Rector (REC)
- Secretary General (SG)
- Vice Rectors' Offices (VR)
- Vice Rector, Administration (VRA)
- Vice Rector of External and International Affairs and Health (VREIAH)
- Office of the Vice Rector, Academic and Student Affairs (VRASA)
- Executive Vice Rector (EVR)
- Vice Rector, Research, Creation, and Innovation (VRRCI)
- Vice Rector of Human Resources (VRHR)

**PHOTOS**

- Jessy Bernier/FSA ULaval: Page 19 (photo 6)
- Jérôme Bourgoïn: Page 19 (photo 2)
- Benoît Bruhmüller: Cover
- Benoît Camirand/FSA ULaval: Page 2 (photos 2 and 4)
- Gabriel Rancourt/Montmorency Forest: Page 2 (photo 5)
- Marc Robitaille: Pages 2 (photo 3), 4, 8, 14 and 19 (photo 4)
- Dany Vachon: Page 2 (photo 1)
- Université Laval: Page 19 (photos 1 and 5)
- Université Laval/Bureau international: Page 19 (photo 3)

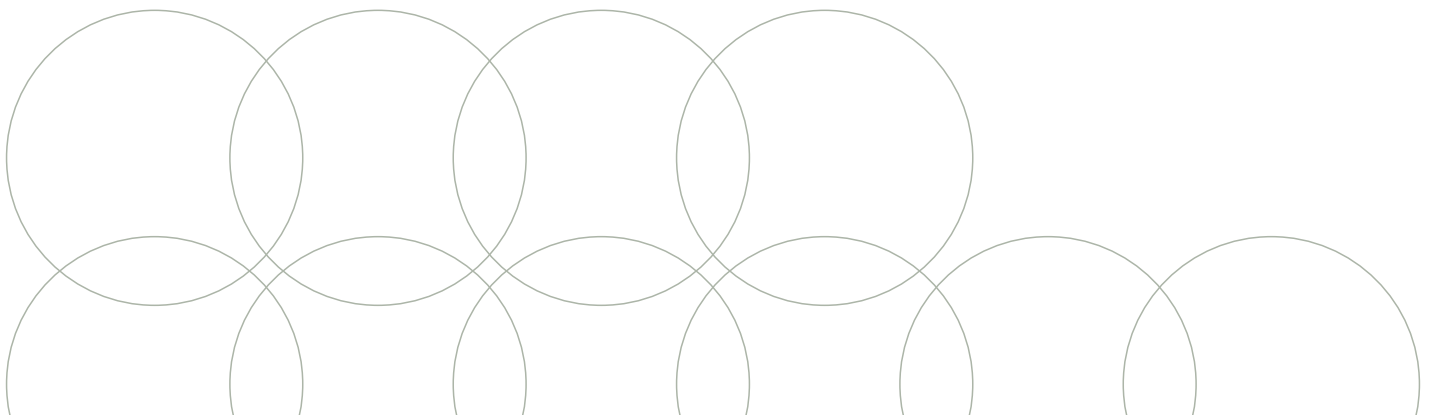


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# DARE INSPIRE ACHIEVE BUILDING THE FUTURE TOGETHER

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# PRIORITY 1

## Experience

### Objective 1.1: Enrich the student experience

ACTIONS	SPECIFIC ACTIONS	LEAD VR	VRs INVOLVED
1.1.1 Systemize training by experience	a) Integrate experiential learning in all programs	VRASA	VRRCI VRAIAH
	b) Strengthen the development of transferable skills	VRASA	VRRCI VRAIAH
	c) Strengthen the development of interdisciplinary training	VRASA	VRRCI VRAIAH
	d) Encourage student activities that foster social, cultural, and academic integration	VRASA	VRRCI VRAIAH
1.1.2 Improve the range of training provided	a) Enhance the undergraduate student research experience	VRASA	VRRCI VRAIAH
	b) Support educational innovation	VRASA	VRRCI VRAIAH VRA
	c) Accelerate the creation of training programs	VRASA	VRRCI VRAIAH SG
1.1.3 Enhance the physical and virtual environment	a) Revise the physical and virtual campus development plan	VRA	EVR
	b) Establish a Student Life Centre and make other student and educational spaces more attractive	VRA	VRASA
	c) Develop residences that meet the needs of international students and student parents	VRA	EVR

## Objective 1.2: Increase internationalization

ACTIONS	SPECIFIC ACTIONS	LEAD VR	VRs INVOLVED
<b>1.2.1</b> Recruit globally and attract the best international students in conjunction with partners in the greater Québec City area	a) Step up recruitment to attract the best students	VRAIAH	VRASA VRRCI
	b) Work with the regional community to promote Québec City internationally as an education destination of choice	VRAIAH	VRASA VRRCI
	c) Establish a Citizens of the World Fund to recruit more international students and support student initiatives at the international level	VRAIAH	VRASA VRRCI
<b>1.2.2</b> Welcome, integrate, and help international students on their path to success	a) Improve integration and academic support initiatives	VRASA	VRRCI VRAIAH
	b) Support international students throughout their university education, from immigration through to graduation	VRASA	VRAIAH
	c) Improve the workplace integration of international students	VRAIAH	VRASA VRRCI
<b>1.2.3</b> Support international mobility and the internationalization of curricula	a) Internationalize the curricula through partnerships, including more joint diploma programs	VRAIAH	VRASA VRRCI
	b) Improve outbound mobility by increasing the number of students who graduate with international experience	VRAIAH	VRASA VRRCI
	c) Include training and research in our international cooperation agreements	VRAIAH	VRASA VRRCI
<b>1.2.4</b> Develop capacity-building international research collaborations	a) Implement an international research development plan	VRRCI	VRAIAH
	b) Internationalize research efforts by developing new strategic ties with leading universities	VRRCI	VRAIAH
	c) Facilitate international networking between researchers in complementary fields and create capacity-building research entities	VRRCI	VRAIAH
	d) Create a round table on international development	VRAIAH	VRRCI VRASA

### Objective 1.3: Attract and support people in their lifelong learning

ACTIONS	SPECIFIC ACTIONS	LEAD VR	VRs INVOLVED
<b>1.3.1</b> Increase lifelong learning opportunities in order to meet the changing needs of the job market and people's various professional, cultural, and civic needs	a) Work with university faculties to provide a broader, more sustained range of lifelong learning opportunities	VRASA	VRAIAH
	b) Define new revenue and cost models for non-credit courses and increase promotional efforts with a view to improving UL's economic resilience	VRASA	VRA EVR
	c) Diversify lifelong learning opportunities through the use of digital tools, flexible schedules, new content, and new educational approaches	VRASA	VRA VRAIAH
	d) Define and promote lifelong learning in partnership with the regional community and other educational institutions	VRAIAH	VRASA EVR

### Objective 1.4: Embrace the digital revolution

ACTIONS	SPECIFIC ACTIONS	LEAD VR	VRs INVOLVED
<b>1.4.1</b> Develop and implement a digital plan	a) Establish a digitally focused innovation process as part of campus 4.0	VRA	VRRCI VRASA VRAIAH EVR VRHR
	b) Establish appropriate governance for implementation of the digital plan	VRA	All
<b>1.4.2</b> Assume our position as a digital leader	a) Develop and implement the digitization and societies profile	VRASA	VRAIAH
	b) Promote convergence between digital technology and research	VRRCI	VRA VRHR EVR VRASA
	c) Support community partners in the digital transformation	EVR	VRA VRHR VRAIAH VRASA

## Objective 1.5: Support equity, diversity, and inclusion

ACTIONS	SPECIFIC ACTIONS	LEAD VR	VRs INVOLVED
<b>1.5.1</b> Strengthen our ability to live together	a) Create and promote opportunities for intercultural exchange	VRASA	VRA VRAIAH
	b) Promote training focused on cultures and civilizations	VRASA	VRAIAH
	c) Develop initiatives to promote harmonious co-existence and celebrate diversity	VRASA	VRAIAH
<b>1.5.2</b> Enhance measures to support equity, diversity, and inclusion	a) Promote inclusive recruitment practices	VRHR	All
	b) Adapt our rules and policies to the needs of student parents	VRASA	All
	c) Establish training and prevention programs on equity, diversity, and inclusion	VRHR	All
	d) Implement the Canada Research Chairs Equity, Diversity and Inclusion Action Plan	VRHR	VRRCI
<b>1.5.3</b> Build a respectful and safe environment that is free of sexual violence and harassment	a) Enhance our strategy to prevent and respond to sexual harassment and violence	EVR	All
	b) Support prevention and the fight against sexual harassment and violence	EVR	All
<b>1.5.4</b> Facilitate handling of complaints and reports and conflict resolution	a) Develop an effective complaints management and investigation framework and a one-stop system to report problems and conflicts	EVR	VRHR SG VRRCI VRASA
	b) Establish dispute prevention and settlement mechanisms	EVR	VRHR SG VRRCI VRASA



# PRIORITY 2

## Engagement

### Objective 2.1: Be engaged for the well-being of society

ACTIONS	SPECIFIC ACTIONS	LEAD VR	VRs INVOLVED
<b>2.1.1</b> Help shape the future through interdisciplinary solutions to society's biggest challenges	a) Involve the community and partners in launching three to five calls for Initiatives for the Future projects	VRASA	VRRCI VRA VRAIAH
	b) For each of the Initiatives for the Future, develop integrated interdisciplinary research and training programs designed to train leaders in resolving complex societal problems	VRASA	VRRCI VRA VRAIAH
<b>2.1.2</b> Be part of the conversation on tackling social issues	a) Develop a public lecture series presented live and by webcast on research and important society issues	VRAIAH	VRRCI VRASA
<b>2.1.3</b> Establish a world-class institute for northern research	a) Mobilize the world's top talent in northern and Arctic research to meet the pressing scientific challenges facing northern societies	VRRCI	VRAIAH VRASA
	b) Determine the governance and membership of Institut nordique du Québec	VRRCI	VRA VRASA
	c) Build the new Institut nordique du Québec science space	VRA	VRRCI VRAIAH



## Objective 2.2: Transform the campus into a living laboratory and showcase for innovation

ACTIONS	SPECIFIC ACTIONS	LEAD VR	VRs INVOLVED
<b>2.2.1</b> Leverage innovations in research and development more effectively	a) Update the research and innovation development model	VRRCI	VRASA
	b) Create new innovation funds	VRRCI	VRA VRAIAH
<b>2.2.2</b> Develop the full potential of research bodies and facilities	a) In conjunction with partners, develop joint research and training labs emphasizing mediation and co-construction	VRRCI	VRRCI VRA VRAIAH
	b) Revive the research infrastructure management committee	VRRCI	VRA
	c) Draw up an integrated development plan to encourage complementary, pooled research infrastructure	VRRCI	VRA EVR
	d) Establish physical and virtual spaces to create and host living and learning labs	VRRCI	VRASA VRA
<b>2.2.3</b> Foster open science and support basic research	a) Support open access and the widespread dissemination of knowledge, initiatives, and innovations developed on campus	VRASA	VRRCI VRA VRAIAH
	b) Support basic research in all fields	VRRCI	
	c) Develop and launch the “Découvrez votre campus!” project to foster awareness of major research projects and infrastructure	VRRCI	VRA VRAIAH VRASA

### Objective 2.3: Maintain strong and sustainable partnerships

ACTIONS	SPECIFIC ACTIONS	LEAD VR	VRs INVOLVED
<b>2.3.1</b> Develop and maintain promising alliances with outside partners	a) Design new partnered research projects	VRRCI	VRAIAH
	b) Facilitate and acceleration partnership development	VRAIAH	VRRCI VRASA
	c) Consolidate the University's role as an engaged premium partner	VRAIAH	All
	d) Promote the benefits of partner initiatives	VRAIAH	All
	e) Further develop teaching and research partnerships to consolidate UL's leadership in other regions of Québec	VRASA	VRRCI VRAIAH
<b>2.3.2</b> Actively contribute to the development of the greater Québec City area	a) Develop and pool our innovations	VRAIAH	VRRCI VRASA
	b) Promote the leadership of the Greater Québec City area with regional and provincial actors	VRAIAH	VRRCI VRASA
<b>2.3.3</b> Develop training for First Nations peoples with a view to reconciliation	a) Implement a reconciliation action plan by encouraging partnerships with Indigenous communities	VRASA	VRAIAH
	b) Draw on campus resources involved in training and research related to First Nations needs and realities	VRASA	VRRCI VRAIAH
	c) Enhance teaching and research in collaboration with Indigenous communities	VRASA	VRRCI VRAIAH

## Objective 2.4: Promote sustainable health and development

ACTIONS	SPECIFIC ACTIONS	LEAD VR	VRs INVOLVED
<b>2.4.1</b> Initiate a wide-ranging reflection on sustainable health	a) Lead an interdisciplinary faculty table on sustainable health applications and integration	VRAIAH	VRRCI VRASA EVR
	b) Promote the Mon Équilibre UL healthy living program and its development	VRHR	VRAIAH VRASA EVR
<b>2.4.2</b> Boost research and innovation performance in collaboration with Alliance santé Québec	a) Get regional, provincial, national, and international stakeholders on board to promote the development of sustainable health	VRAIAH	VRRCI
	b) Boost regional research and innovation performance by fostering new synergies, including with Alliance santé Québec, in order to maximize benefits for the broader community	VRAIAH	VRRCI VRASA
<b>2.4.3</b> Leverage our digital leadership to provide access to the PULSAR collaborative platform for sustainable health research and intervention	a) Establish and promote the PULSAR collaborative platform for sustainable health research and intervention	VRAIAH	VRRCI VRA
<b>2.4.4</b> Increase our leadership in sustainable development, notably by promoting sustainable mobility	a) Support and grow our sustainable development program as a living laboratory for society as a whole	EVR	VRAIAH VRRCI VRASA
	b) Provide leadership in helping develop a sustainable mobility plan for Québec	EVR	VRA VRAIAH
	c) Help implement a universal transit pass and cultural passport for students	EVR	VRA VRAIAH VRASA

### Objective 2.5: Support responsible entrepreneurship

ACTIONS	SPECIFIC ACTIONS	LEAD VR	VRs INVOLVED
<b>2.5.1</b> Position the University in responsible entrepreneurship	a) Affirm our leadership and bring together stakeholders in entrepreneurship and sustainable development	VRASA	EVR VRAIAH VRRCI
<b>2.5.2</b> Establish an Entrepreneurial Space	a) Open and develop programming for an Entrepreneurial Space	VRASA	EVR VRAIAH VRA VRRCI
<b>2.5.3</b> Increase internship and on-the-job training opportunities for students	a) Increase the number of internships available in business and in cultural and social economy organizations	VRAIAH	VRASA VRRCI

### Objective 2.6: Promote mutual aid, solidarity, and humanitarian and community action

ACTIONS	SPECIFIC ACTIONS	LEAD VR	VRs INVOLVED
<b>2.6.1</b> Encourage cooperation and humanitarian and community engagement	a) Develop a UL Without Borders program for humanitarian projects	VRAIAH	All
	b) Support research and training initiatives related to humanitarian development	VRAIAH	VRRCI VRASA
	c) Develop internship and training opportunities with community organizations	VRAIAH	VRRCI VRASA

## Objective 2.7: Become a laboratory for philanthropic innovation

ACTIONS	SPECIFIC ACTIONS	LEAD VR	VRs INVOLVED
<b>2.7.1</b> Develop a culture of philanthropy	a) Combine social and philanthropic innovation by inviting members of the university community, donors, and partners to work together on transformative joint initiatives	VRAIAH	All
	b) Associate social and philanthropic engagement with training and research programs	VRASA	VRRCI VRAIAH
	c) Communicate the tangible benefits of philanthropy in carrying out UL's educational mission	VRAIAH	VRASA VRRCI
<b>2.7.2</b> Cultivate a sense of belonging in the university community and among alumni	a) Establish and maintain lasting relations with alumni and involve them in the development and growth of their alma mater	VRAIAH	VRASA VRRCI
	b) Establish innovative new scholarships supported by donors and financial partners	VRASA	VRAIAH
	c) Encourage donors and partners to work together on transformative joint initiatives	VRAIAH	VRASA VRRCI



# PRIORITY 3

## Excellence

### Objective 3.1: Work in networks, not silos

ACTIONS	SPECIFIC ACTIONS	LEAD VR	VRs INVOLVED
<b>3.1.1</b> Develop shared services within the University and with other organizations	a) Create a team specialized in analysis and process improvement to identify significant improvements that could reduce administrative costs	EVR	All
	b) Establish communities of practice where members of the university community can share best practices and continuously improve efficiency	EVR	All
	c) Explore pooling opportunities with teaching institutions and partners with a view to reducing infrastructure development and maintenance costs and generating revenue	EVR	VRA VRRCI VRASA VRHR
<b>3.1.2</b> Transform teaching and research by bolstering interdisciplinary collaboration	a) Foster interdisciplinary collaboration in teaching and research	EVR	VRA VRASA VRAIAH VRHR
	b) Establish a structure for monitoring societal changes that could create opportunities for UL	EVR	All
	c) Set up a centre of expertise on education in the future made up of faculty, education consultants, and partners	EVR	All

### Objective 3.2: Attract top talent

ACTIONS	SPECIFIC ACTIONS	LEAD VR	VRs INVOLVED
3.2.1 Understand staffing needs	a) Draw up a workforce management plan from which succession plans for faculty, managers, and other staff will flow	VRHR	All
	b) Develop an external recruitment and internal promotion strategy	VRHR	All
3.2.2 Attract and welcome the best teachers and employees	a) Roll out an innovative communication plan to enhance UL's reputation	VRAIAH	VRRCI VRASA VRHR
	b) Boost the number of top-calibre faculty and researchers, especially from abroad	VRHR	VRASA VRRCI VRAIAH
	c) Implement an orientation program for all new employees	VRHR	All

### Objective 3.3: Leverage the full potential of university employees

ACTIONS	SPECIFIC ACTIONS	LEAD VR	VRs INVOLVED
3.3.1 Encourage continuing education for staff	a) Promote and encourage professional development	VRHR	All
	b) Define academic and administrative skills development needs	VRHR	All
	c) Define the skills development needs of professional and support staff	VRHR	All
	d) Establish communities of practice and related expertise	VRHR	All
3.3.2 Foster academic career development	a) Encourage teaching and research staff to take advantage of professional development opportunities on educational innovation, experiential learning, and research partnerships	VRASA	VRRCI VRHR
	b) Support teaching and research staff in career development	VRHR	VRASA VRRCI

(Continued on back)

### Objective 3.3: Leverage the full potential of university employees (Cont'd)

ACTIONS	SPECIFIC ACTIONS	LEAD VR	VRs INVOLVED
3.3.3 Foster managerial career development	a) Offer training and coaching programs to academic and administrative management staff	VRHR	All
	b) Develop agility by promoting acquisition of process improvement skills	VRHR	All
3.3.4 Foster professional and support staff career development	a) Help professional and support staff develop and advance their careers	VRHR	All

### Objective 3.4: Promote the achievements of university community members

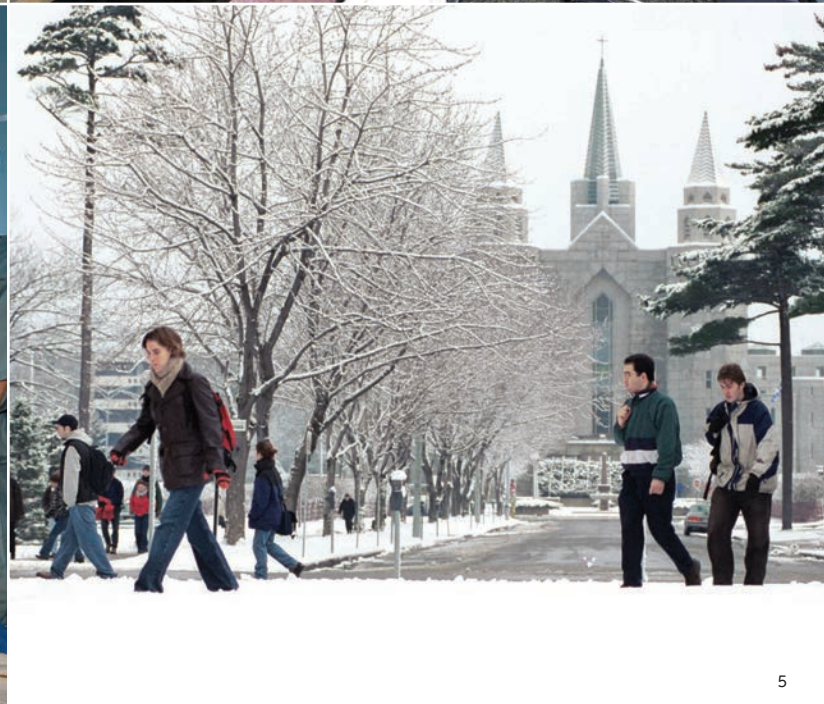
ACTIONS	SPECIFIC ACTIONS	LEAD VR	VRs INVOLVED
3.4.1 Communicate the achievements of our university community members at the local and international levels	a) Nurture leadership, engagement, and achievement on the part of employees	VRHR	All
	b) Nurture leadership, engagement, and achievement on the part of students	VRASA	VRAIAH
	c) Boost the reach and circulation of the digital edition of Le Fil in the broader community and internationally	VRAIAH	



### Objective 3.5: Promote sound governance and management practices

ACTIONS	SPECIFIC ACTIONS	LEAD VR	VRs INVOLVED
<b>3.5.1</b> Improve University governance	a) Improve the operating procedures of the University Council to facilitate decision-making	SG	All
	b) Provide better support to Board of Director committees, in part through increased support from management	REC	All
	c) Revise the statutes and optimize governance processes	SG	All
<b>3.5.2</b> Streamline financial and administrative management	a) Review and streamline the management of our financial resources and our budget allocation procedures	VRA	EVR
	b) Review and streamline our administrative processes	VRA	EVR VRHR
	c) Review and streamline internal invoicing processes	VRA	All
	d) Review and streamline our crisis management processes and emergency measures	VRA	All
<b>3.5.3</b> Facilitate human resources management	a) Develop an integrated human resources management plan	VRHR	All
	b) Optimize the flexibility of the human resources management process	VRHR	All
<b>3.5.4</b> Report on implementation of the strategic plan	a) Increase use of an institutional and sectoral dashboard	EVR	All
	b) Report on the implementation of the strategic plan	VRAIAH	All





# UNIVERSITÉ LAVAL THE INFECTIOUS ENERGY OF A COMMUNITY ON THE MOVE

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