

# Strategic Plan 2023-2028

## Purpose

**To be a safe and inclusive learning community which creates, debates, and implements impactful ideas that lead business and society forward.**



## 6 Strategic Priorities

### Prepare Current & Future Graduates to Solve Big Challenges

Provide excellent education that prepares our graduates for a broad range of roles in a changing world, where they will have a positive impact on business and society.

### Ensure an Inclusive Student Experience

Diversify our programs and ensure a positive, inclusive experience that reflects business and society now.

### Be a Positive Force in Our Communities

Increase Smith's positive impact on our external communities at the local, national, and global levels.

### Support a Vibrant & Productive Research Culture

Leverage and grow Smith's research culture and capabilities to create new knowledge that positively contributes to business practice and society.

### Change the World with Our Knowledge

Be a thought leader by sharing evidence-based ideas and insights that propel business and society forward.

### Inspire & Support Our People

Invest in the enabling and connecting infrastructure, resources, and processes that will better inspire and support our people.



## Mission

Queen's is the university for the future. We stand on a history of strength but are unafraid to challenge assumptions of the past. We offer an exceptional student experience, attract and cultivate excellence and leadership, and push the boundaries of knowledge through research – in service to an inclusive, diverse, and sustainable society.

## Vision

The Queen's community – our people – will solve the world's most significant and urgent challenges with their intellectual curiosity, passion to achieve, and commitment to collaborate.

## Values

**Truth** – We stand for truth, integrity, creativity, and the power of the mind to understand problems and find solutions.

**Responsibility** – We accept our responsibility to build a diverse, equitable, inclusive, and anti-racist community for our people, to indigenize and decolonize the academy, and in all that we do, to observe the interests of the planet and the life it sustains.

**Respect** – We believe in collegiality, civility, generosity, trust, equity, inclusion, and respect for all, and in the relevance and potential of all the disciplines and professions, especially in their intersections and synergies.

**Freedom** – We uphold the principles of academic freedom and defend university autonomy.

**Wellbeing** – We nurture the health, safety, and wellbeing of our people and community.

