

Framework of the Strategic Plan

This Strategic Plan is about institutional direction; it is also about shared destinations. Firmly rooted in Queen's University's distinguished and distinctive past, this plan builds on our core strengths and past achievements.

It also reflects the impact of current influences on the post-secondary environment and on society more generally.

In Section I (Introduction), we describe the challenge which lies before us, confirming our historic mission as a university renowned for the exceptional quality of its students and programs, the value of its research, and its exemplary service to Canada and the world. Next we articulate a vision that will set our direction for the coming decade. As Queen's follows this path, we will be guided in our decisions and actions by the core values and principles set out in this section.

The specific choices we make will be influenced by the opportunities and challenges created by the external environment, and will be reflective of Queen's distinctive strengths and character. In Section II (The Context for Planning), we examine key environmental influences affecting post-secondary education, including increasing demands for education, increasing diversity, the rising demand for advanced education and research and the changing structure of university funding. Each of these impacts Queen's and must be carefully weighed in the decisions and choices we make about our future. The key planning assumptions which underlie the Plan are set out in this section. The distinctive strengths of Queen's which form the foundation for our process of renewal and change are also described.

Within this context for planning, we propose a strategic framework for the future by outlining in Section III (Strategic Goals, Objectives and Examples of Institutional Performance Measures) seven Strategic Goals for the University. Each goal is accompanied by specific objectives and some possible measures of our progress. The objectives relate specifically to what we want to achieve in a particular area, while the measures give examples of how we intend to gauge our success in reaching our goals.

The Strategic Plan is grounded in the realities of the societal environment in which we operate, while also being rooted in the unique character and history of Queen's. Arising as it does from extensive, university-wide dialogue, it reflects our shared aspirations for Queen's and constitutes a strategic direction for our University over the next decade.

Queen's University Strategic Plan [[full document](#)]