Dhillon Faculty Plan
2026 - 2029

Approved Dec. 15, 2025, Dhillon School Council

Mission statement

Developing responsible, effective and creative leaders and business professionals for life.

Vision statement

Advancing and integrating management knowledge and practice towards a more prosperous, inclusive and sustainable society.

Values

Excellence

Kanaitsowapii - Beauty, balance, harmony

Innovation

Kanowaanapii- Everything that is new

Inclusiveness

Kanitapiiwahsini - Coming together as a whole

Sustainability

Manistaihtsiiisini - Harmonious continuity

> Our Blackfoot name is 'Mokakit' meaning 'practice wisdom, apply your knowledge'.

The University of Lethbridge is located on 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.

Strategic Initiative 1: Deliver modern business education that meets societal and market needs.

Goal 1: Enhance program opportunities related to innovation, inclusion and belonging, Indigenous perspectives, creativity, leadership, social entrepreneurship, and sustainable business.

- Objective 1: Enhance business school capacity, and student capabilities, in digital transformation and organizational innovation.
- Objective 2: Optimize program and curricula addressing inclusion and belonging, Indigenous perspectives, creativity, leadership, social entrepreneurship, and sustainable business.
- Objective 3: Implement AQA (quality assurance) findings to enhance and evolve programs and curricula as part of continuous improvement.
- Objective 4: Identify laddering pathways of professional skill development, including communication, technology, and problem-solving, throughout the curricula in all programs.

Goal 2: Evolve flexible and supportive learner pathways to meet the needs of our diverse learner population including high school, mature, Indigenous, and international learners.

- Objective 1: Implement prior learning assessment and recognition (PLAR), credential laddering, and other avenues of life-long learning.
- Objective 2: Review minors to ensure courses are aligned with course requirements for majors, and reduce program complexity, with a particular focus on Calgary.

Goal 3: Empower students as contributors through experiential learning that addresses community needs and societal challenges.

- Objective 1: Enhance reciprocal partnerships between community organizations and Dhillon to create opportunities for collaboration inside and outside of the classroom.
- Objective 2: Promote the use of technology and digital platforms to support experiential learning and community impact.
- Objective 3: Increase opportunities for experiential learning aligned with Dhillon's societal impact goals across the curriculum.

Strategic Initiative 2: Enhance Dhillon's market presence and community embeddedness.

Goal 1: Elevate Dhillon's profile and presence across key audiences.

- Objective 1: Implement effective marketing and recruitment strategies in key market segments, including improved web page design and metric capture.
- Objective 2: Increase and sustain reciprocal relationships with employers, high schools, governments, and other community organizations.

Goal 2: Implement and promote engagement aligned with our societal impact strategy.

- Objective 1: Engage in projects and activities that have an impact in our communities, as detailed in our societal impact strategy.

Strategic Initiative 3: Advance research and increase community engagement in areas related to our values and expertise.

Goal 1: Increase scholarship in the themes of innovation, inclusion and belonging, Indigenous perspectives, creativity, leadership, social entrepreneurship, and sustainable business.

- Objective 1: Increase awareness within and external to the University of ongoing Dhillon research conducted by faculty and students.
- Objective 2: Support research development, through a variety of formal and informal measures, to increase scholarly output and engagement in the areas identified above.
- Objective 3: Develop outreach initiatives to increase research collaboration and impact, particularly in areas aligned with our societal impact goals and strategic priorities.

Goal 2: Increase community engagement with our research areas of innovation, inclusion and belonging, Indigenous perspectives, creativity, leadership, social entrepreneurship, and sustainable business.

- Objective 1: Provide opportunities for Dhillon faculty and students to learn about and collaborate on addressing challenges and opportunities facing the external business community and other organizations.
- Objective 2: Secure partnerships and funding to develop a new lab for digital transformation of organizations and the evolving workforce.

Goal 3: Increase faculty and student involvement in scholarly activities aligned with our societal impact goals.

- Objective 1: Support scholarly activities, through a variety of approaches, which promote our societal impact goals.
- Objective 2: Support dissemination of scholarly activities, particularly those with societal impact.

Strategic Initiative 4: Strengthen Dhillon sustainability and scalability.

Goal 1: Improve internal business processes to optimize the onboarding, development, growth, and retention of all members of Dhillon and operational processes.

- Objective 1: Enhance the use of technology to augment and support key operational processes.
- Objective 2: Formalize and support onboarding and mentorship pathways for new and existing faculty and staff.

Goal 2: Identify and pursue incremental resources to support new initiatives in curriculum, program development, teaching, and research activities.

- Objective 1: Identify strategic funding opportunities internally and externally, with the support of other university departments, where there is alignment with the strategic priorities of the school, and improve success in the acquisition of external funding.
- Objective 2: Create means for academic staff to apply for internal funds to support innovation in areas of strategic and operational priority, with dissemination of outcomes to all faculty, and externally.

Goal 3: Promote a culture of excellence.

- Objective 1: Encourage incremental and continuous enhancements throughout the student journey, including curriculum design and delivery, and student experiences and opportunities.
- Objective 2: Recognize and celebrate meaningful improvements in scholarship, curriculum, and engagement, and share the results throughout Dhillon, and with our external stakeholders.