

An aerial, high-angle photograph of a university campus. The main building is a large, multi-story structure with a prominent clock tower on the right side. The building has a mix of brick and lighter-colored stone or concrete. There are many windows, some with decorative elements. In the foreground, there is a paved courtyard or walkway where several people are walking. The overall scene is captured in a dark, blue-tinted color palette, giving it a professional and academic feel.

University of Windsor's Proposed Strategic Planning Process

Draft Position Paper Summary
October 2021

Aspire.

This is a draft document. We are seeking your feedback to guide the further development of our planning. We invite you to submit your feedback through the linked [survey](#). Your input is anonymous, and its collection is exempt from REB review. The survey will take about 10 minutes to complete.

Please join us in building the planning process together. Your input is critical for building a vision – and a future – that we can all be proud of.

Why?

Strategic planning is the process where an organization works together to articulate a common vision, values, priorities, and goals based on collective experience, shared aspirations and an understanding of current and evolving internal and external contexts (Falkenberg & Cannon, 2021).

Our strategic plan will be one of the University's most important navigational tools to:

- Inform short- and long-term goals
- Establish benchmarks to measure progress
- Establish public accountability reporting
- Determine how resources and energies are directed

The plan will communicate where we should be in the future (using a five-year horizon) and will guide the University's decision-making. A new strategic plan will help us capitalize on opportunities to grow and thrive – opportunities that we as a community have decided are important to us.

Why now?

Our current strategic plan is over 10 years old and much has happened in that time, including:

- A downtown campus and significant campus transformation
- Increase in enrolment, international students, and research funding
- Major faculty hiring, new programs, research centres, and partnerships
- New president and other changes in leadership
- Provincial approach to accountability and overall decrease in funding
- Demand for work-integrated and experiential learning
- Urgent need for action on equity, diversity and inclusion, and Truth and Reconciliation
- Threats of climate change and environmental degradation
- Evolving regional and civic strategic planning focusing on regional economic diversification, labour-force stability and new strategic visions
- COVID-19

It is an opportune time to build a strategic plan as the University maps out its future, and this is a prime opportunity to engage in learning about who we are, who we want to be as a community, and what we can learn from other institutions.

Values, Context and Aspirations

In Spring '21, we began research and preliminary consultation on strategic planning processes. We also consulted with Dr. Dru Marshall, Past Provost and Vice-President, Academic at the University of Calgary, who recommended that we gather feedback on three foundational considerations as we begin the planning process.

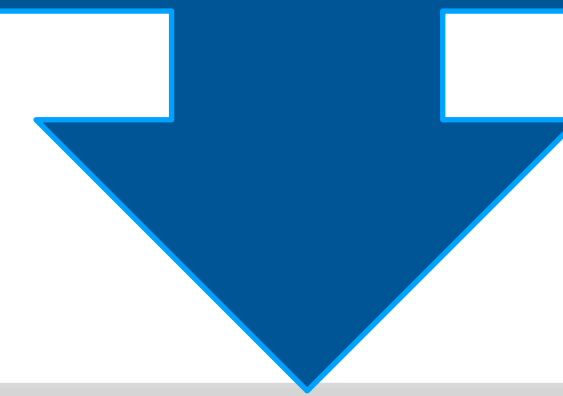
Three foundational considerations:

1. Identifying a core set of **values** and principles that planning should operate from
2. Shaping the process based on institutional **context**
3. Articulating **aspirations** for the process

We collected this information from the Board of Governors, Senate and the University's senior management team to begin the planning process. **We are asking you to complete this same survey as part of the draft position paper feedback.** The following slides summarize what we've heard from the consultations so far.

Preliminary Feedback: Values

Question 1: What values should guide the development of the University's strategic plan? What will the planning process look like if the values are operationalized?

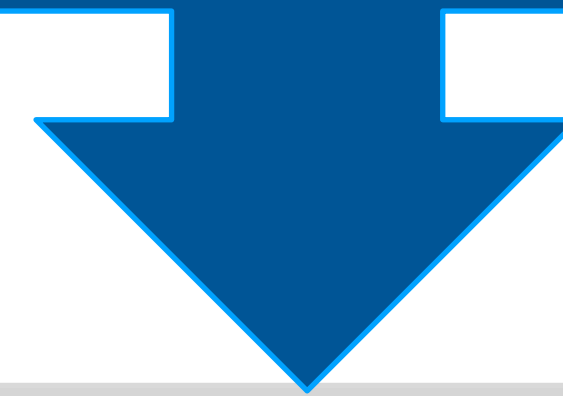


So far, the most common responses to this question focus on **equity, diversity and inclusion, accountability, and trust**. Other values identified include:

Equity, Diversity, Inclusion, Reconciliation and Respect	Accountability and Transparency	Trust, Integrity and Honesty	Connectedness and Community Engagement	Leadership and Excellence	Learning-focus
--	---------------------------------	------------------------------	--	---------------------------	----------------

Preliminary Feedback: Context

Question 2: What contextual factors (internal and external) do we need to consider in designing the strategic planning process and later strategy implementation?

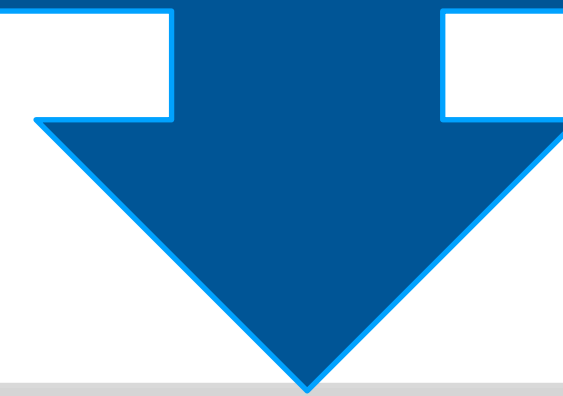


So far, the most common contextual factors identified include:

COVID-19 on our ability to consult	Work needed to become an equitable, inclusive and welcoming space	Role of the University for the region and its communities	Changing leadership within the institution	Changing demographics, post-secondary sector, and political landscape
------------------------------------	---	---	--	---

Preliminary Feedback: Aspirations

Question 3: If we do this right, from your perspective, what would be the tangible benefits or outcomes of the strategic planning process?



So far, the most common aspirations or tangible benefits identified include:

An engaged campus with strong morale and healthy relationships	A clear, well-aligned institutional roadmap for accountability and transparency	Enhanced reputation, and sense of pride	A destination of choice for students, faculty, and staff	A welcoming, inclusive, equitable, and just campus
--	---	---	--	--

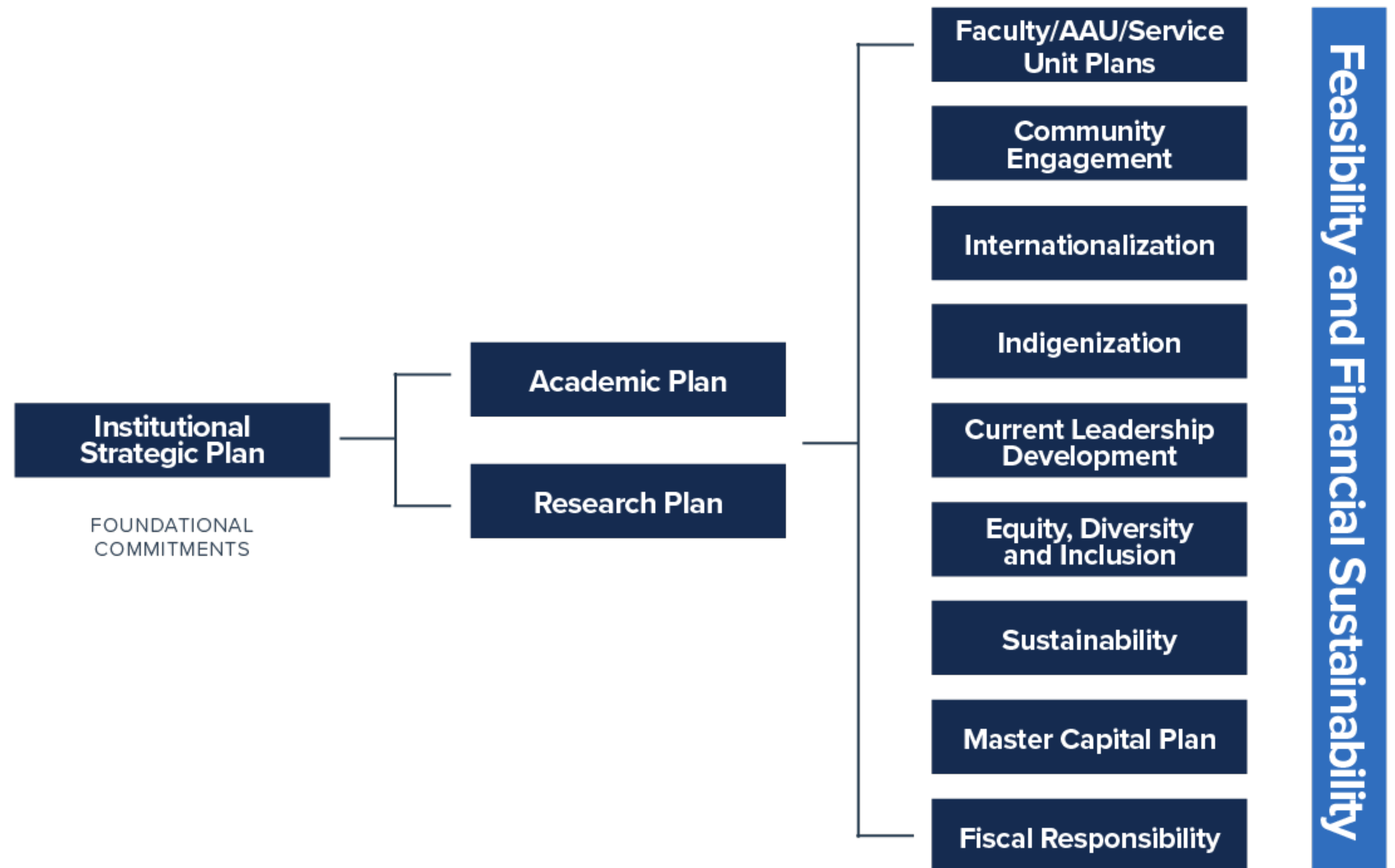
Planning Process: Guiding Principles

Based on feedback gained so far, we've generated these draft principles to guide the planning process:

- **Be inclusive**, engage the campus and community
- Ensure lived experiences and goals of diverse communities are key to planning so that the ultimate strategic plan fosters an increasingly **just, inclusive, equitable, and welcoming campus**
- Provide opportunities for the campus community to **listen, learn and share**
- **Strive for transparency** through extensive and timely communications and numerous opportunities for input and feedback.
- Emphasize a process that encourages **collective learning, supported by research and analyses** drawing on multiple sources and forms of data.
- Build **stronger community engagement** through this process
- Be **inspirational**, focus on **excellence, impact, and growth**
- **Be practical** and recognize that in some cases a phased approach may be necessary

Planning Process: Cascading Strategies

- The current timeline and planning focuses on the development of the Institutional Strategic Plan
 - University's mission
 - Values
 - Vision and goals
 - Objectives and benchmarks
- After the Institutional Strategic Plan is finalized, we will develop aligned implementation plans with specific focus
- Financial sustainability and feasibility provide an important lens throughout in order to ensure that we continue to achieve our institutional mission



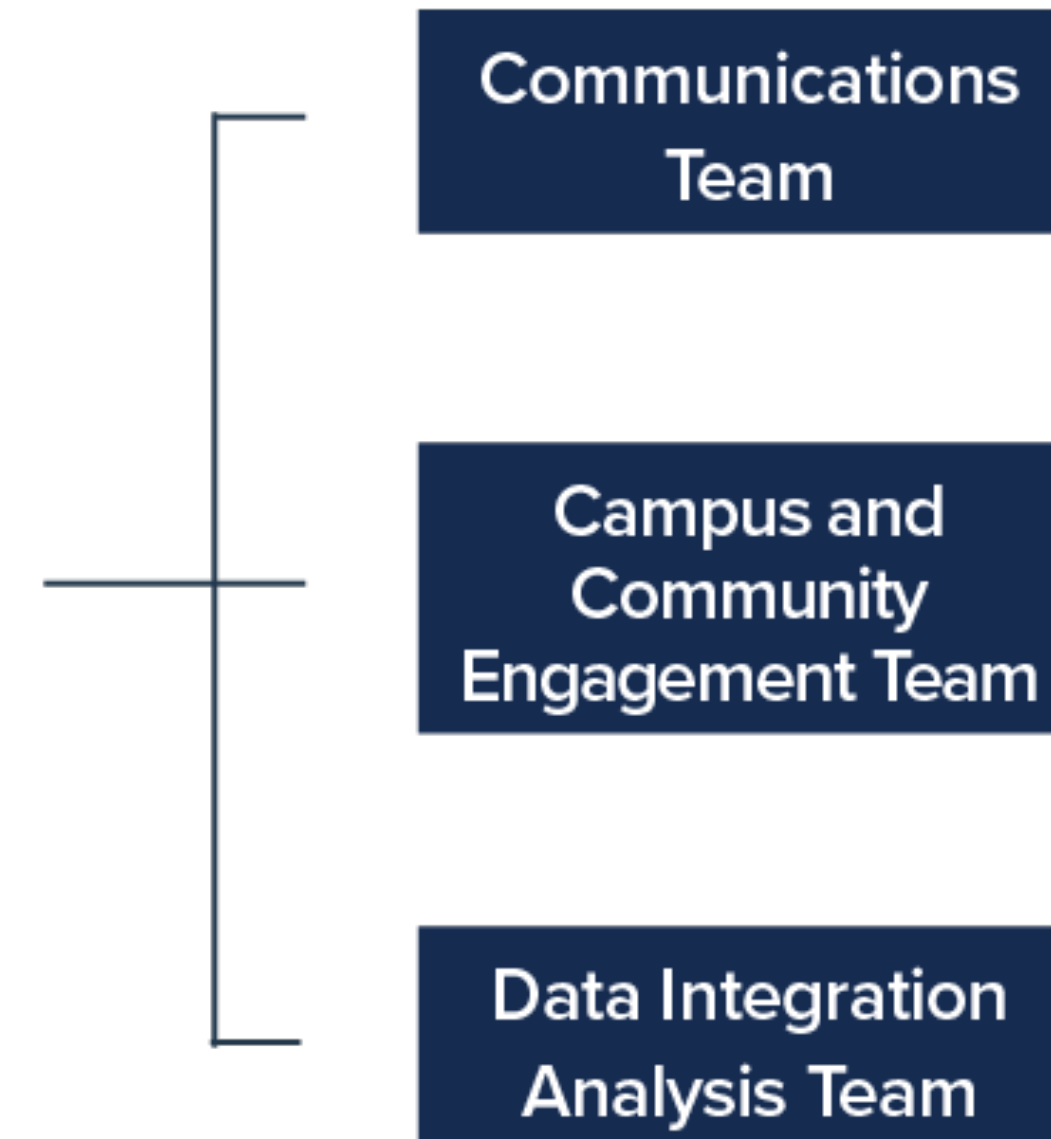
Committee Structures

Steering Committee

- Oversees process and outcomes based on project charter.
- Oversight of design and implementation of the communications & consultation processes.
- Reviews feedback themes, document drafts, and the final strategy.
- Ensures representation of multiple voices in decision making.
- Liase for their areas on time and resource allocations needed for this process.

Project Committee

- Day-to-day operations
- Design, structuring and implementation of the consultation and communications activities.
- Analysis of the results, preparation of the initial strategy documents for review.



The Executive Leadership Team, Deans' Council, Senate and the Board of Governors will be regularly consulted during this process. The University Secretary will coordinate consultation with Senate and the Board of Governors

Steering Committee Composition

Chosen by Constituents

- GSS President (or delegate)
- UWSA President (or delegate)
- OPUS President (or delegate)
- WUFA Representative
- Faculty Senate Reps (2)
- Provost Council Rep
- Deans' Council Rep
- Union Reps (2)

Appointed

- President, Chair
- Board Chair
- Board Member
- VP, EDI
- VP, HR
- Provost
- Representative of indigenous communities
- Alumni/Community Representatives

Project Committee

- AVP, Academic, Chair
- AVP, Finance
- ED, Institutional Analysis
- Faculty members at-large (2)
- ABR Strategic Planning Officer
- ED, ORIS
- ED, Public Affairs and Communications

The Strategic Planning Process is supported by the Chief of Staff and a Project Management Specialist with other support staff.

Process and Timeline

Based on the timeline and stages below, we anticipate that the strategic planning process will take approximately one year.

Aug. – Oct.

Setting the Stage and Initiating the Project

- Discussion with governing bodies, research on planning procedures, timeline, governance structure and support team
- Plan for communication and consultation strategies, and environmental scan

Dec. – May

Data Analyses

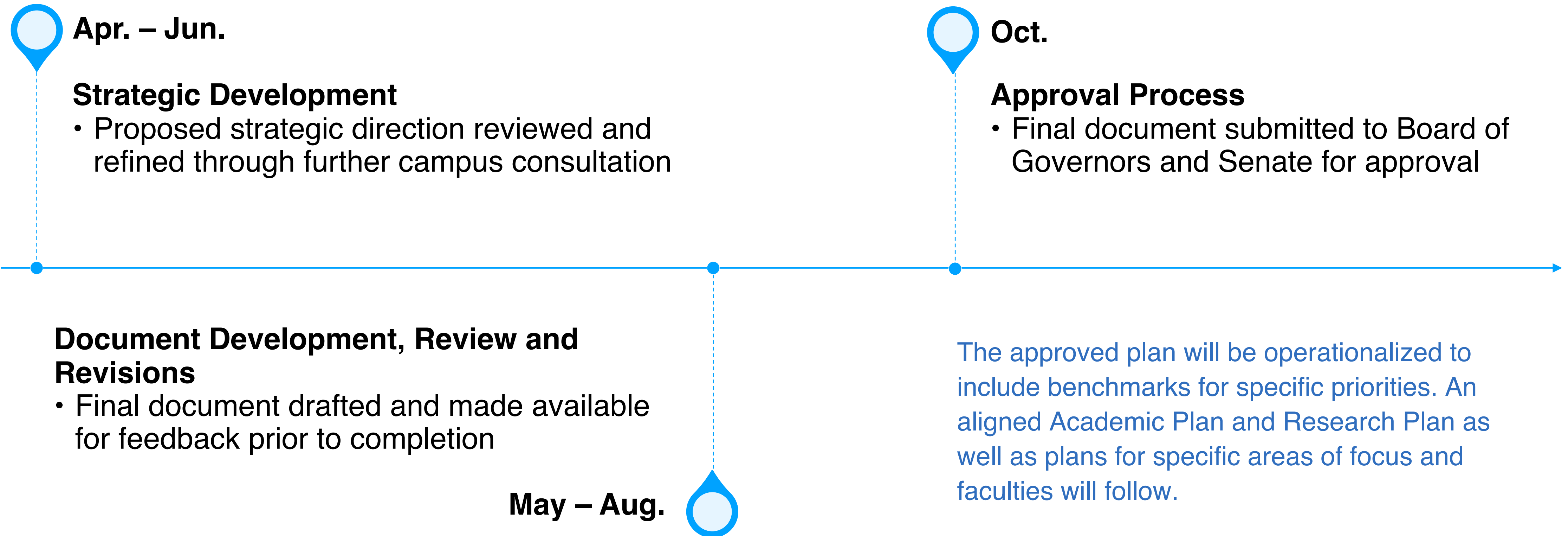
- Data Integration Analysis Team is formed.
- Ongoing interpretation of data with focus on internal strengths and weaknesses, and external opportunities and threats

Engagement, Consultation, and Data Collection

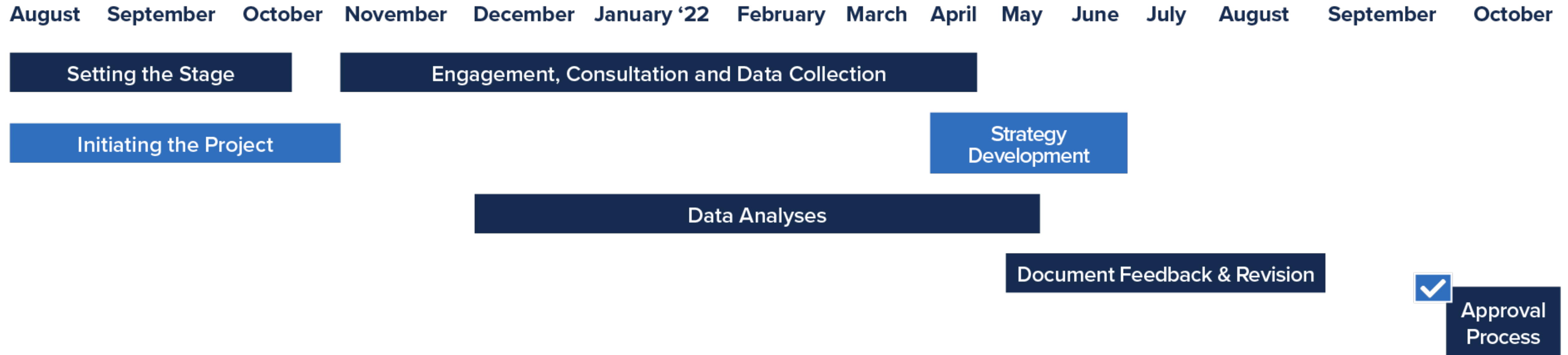
- Information sharing and education about current state of University begins.
- Input from members of the campus and broader community
- Informed discussions through a range of consultation activities

Nov. – April

Process and Timeline

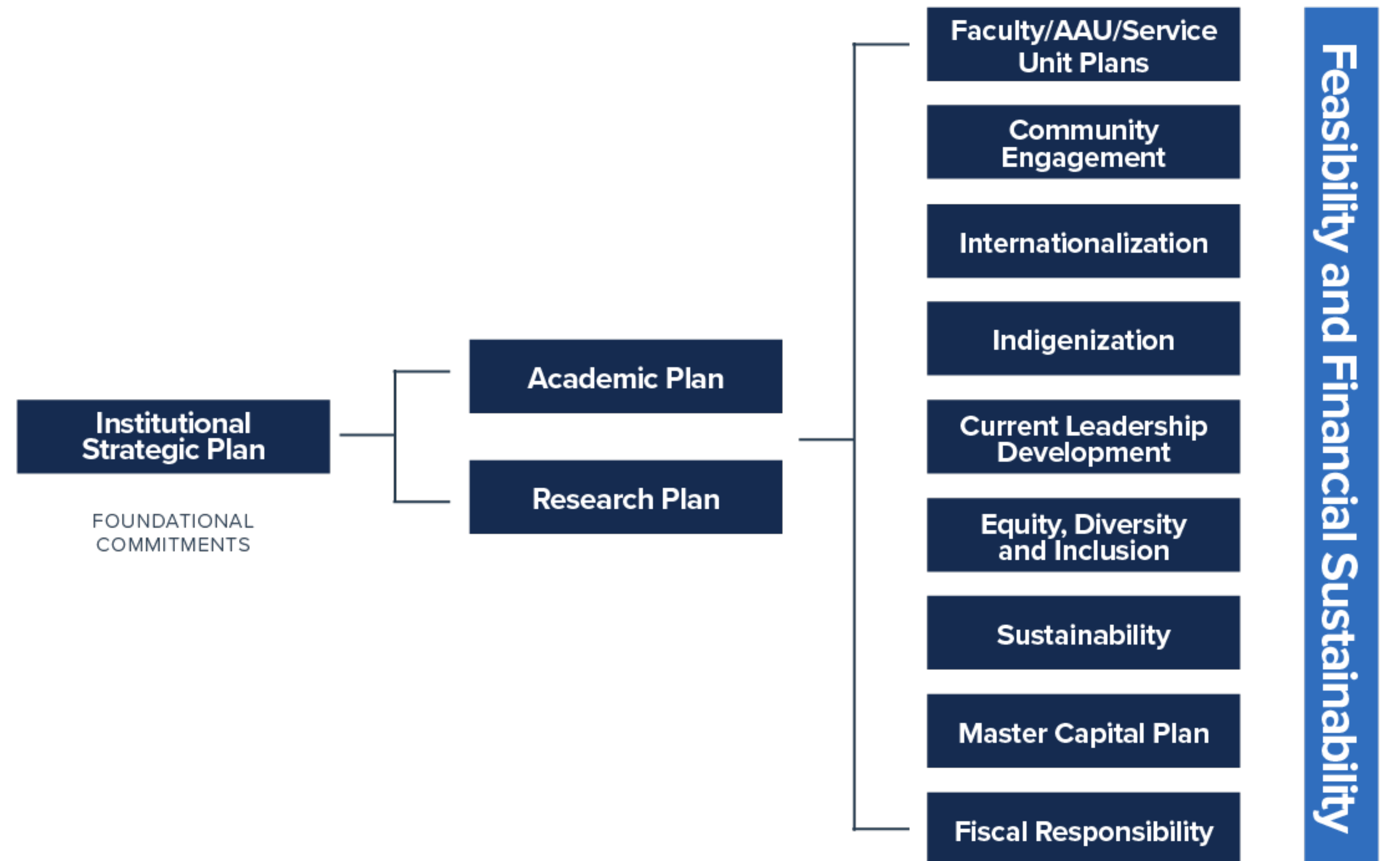


Process and Timeline



Implementation and Accountability

- Following approval by the Senate and Board of Governors, the operationalization of the plan will begin with the development of the academic and research plans as part of the cascading strategies.
- Tracking of KPI outlined in the strategic plan will begin. Future annual reports and web-based reporting will provide an ongoing tracking of these indicators.



Communications Plan

Throughout the planning process, communications will be consistent, relevant and timely, and informative and accessible. There will be annual public reporting on progress of milestones and metrics included in the plan.

Our communications strategy uses a phased approach.

Phase 1 (October – January): [Readying for the Process](#) – sharing information about the process, highlighting the importance of stakeholder engagement and feedback, and branding to build momentum.

Phase 2 (January – October): [The Strategic Planning Process](#) – providing awareness and engagement to reach audiences through web presence, multiple communication tools, and leveraging partnerships.

Phase 3 (October -): [Delivery of the Plan and Next Steps](#) – ensuring that stakeholders understand how they've contributed to the plan, and how the plan informs strategic directions, everyday actions and decision making through celebrations of the work and public presentations.

Initial Questions from the President

In the position paper, President Gordon also shares some key questions he is bringing to the process and that he hopes we will collectively explore in the coming months: please submit key questions you hope will be explored.

- How do we maintain and advance **excellence in research, teaching, service and learning**? How do we assess and report on it?
- What are the most important directions we need to take to ensure that **the University of Windsor becomes a truly inclusive, welcoming, and equitable campus** where everyone can feel that they belong?
- How do we effectively and respectfully meet our responsibilities to Indigenous people, communities, and families under the TRC Calls to Action?
- What is **our role in the community** and how should that evolve over the next five years? How do we continue to build and enhance partnerships in support of research, learning, and the resilience and prosperity of our communities?

Initial Questions from the President

- What core practices and decisions need to be made to **enhance student success, engagement, and experience** and to support equity in access to opportunities?
- What factors are barriers to celebrating the University's many strengths? What would help to enhance the University's **reputation**? What is **our impact as an institution** and how do we demonstrate that?
- What do we need to understand better and take action on so that our work and learning spaces and the relationships we build in them increasingly and consistently operate from a **foundation of care, respect, and compassion**?
- What key aspects of our regional economic and demographic context, provincial funding models, and the global post-secondary sector need to be taken into account as we work to **ensure a financially sustainable approach to supporting our core mission**?

Thank you for reviewing this document. Please share your thoughts on core values, contextual factors, aspirations, and the overall proposed plan [here](#).

We can't wait to get started!