University of Windsor

# Detailed Strategic Framework Part 3:
Foundational Commitments, Strategic Priorities and Opportunities

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How to use this document

- This is Part 3 of the framework proposing core elements for the University of Windsor strategic plan. The purpose of this document is to provide further opportunity for input and feedback in order to finalize elements of the institutional strategic plan.

- This document focuses on proposed tactical and strategic priorities for the University of Windsor.

- At the end of the document there are a number of avenues for potential engagement outlined. We encourage all members of the campus and broader community to participate.

- Not every element that is mentioned in the framework will be highlighted in the final Strategic Planning document. The Strategic Plan is the first step in a cascading strategy, so certain items may be more appropriate to surface in subsequent planning documents.

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A Strategic Foundation: The People
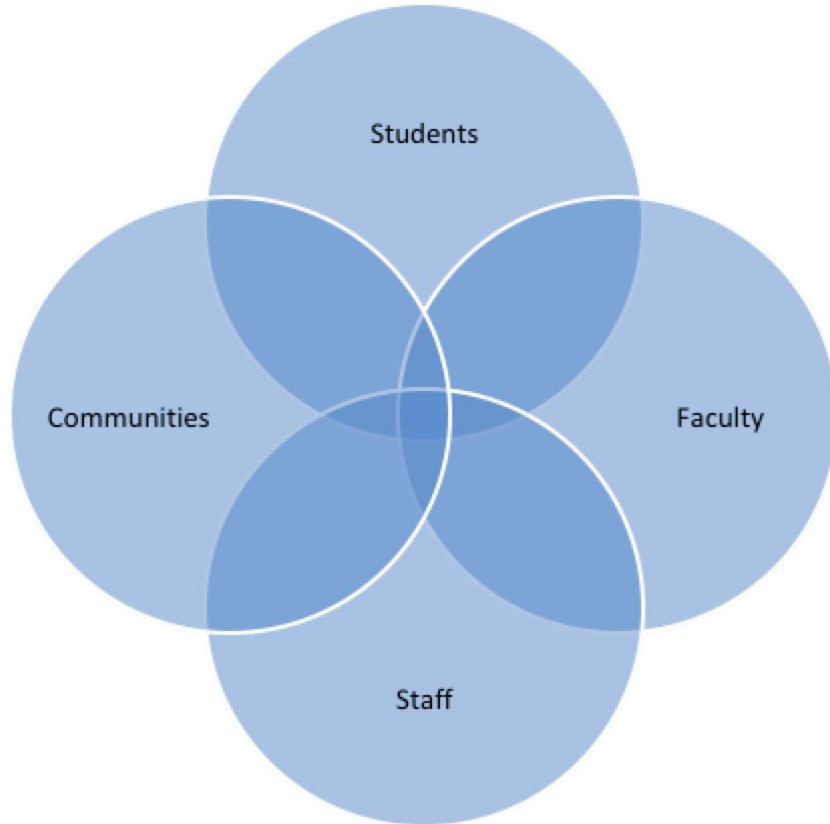
A university is its people.

Holistic, nimble and inclusive support for people and their work is fundamental to a sustainable model of student-centered, learning-oriented practice, to knowledge creation and innovation, and to a university that serves its communities and where everyone can thrive.

We're in this together.

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Recap from Part 2

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A Strategic Foundation: The People

- Regardless of the topic of consultations on campus, people or people-adjacent issues were dominant.

- Students, staff, faculty and community members all focused on different perspectives and priorities related to how to best support people/communities on campus but the overlaps where clear, which we attempted to illustrated in the Venn diagram.

- People's perceptions of the institution are often shaped by individual experiences and close contacts. A personal friend who speaks poorly of their experience at the University of Windsor (regardless of role) has trickledown impacts on perceptions of the University. How we treat people also has reputational and strategic implications.

- The recent employee engagement survey showed that there is work to do on improving a number of key elements that directly impact employees' happiness, productivity, and outlook.

- As a result, the strategic foundation of this plan focuses on people and culture.

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A Strategic Foundation: People and Culture
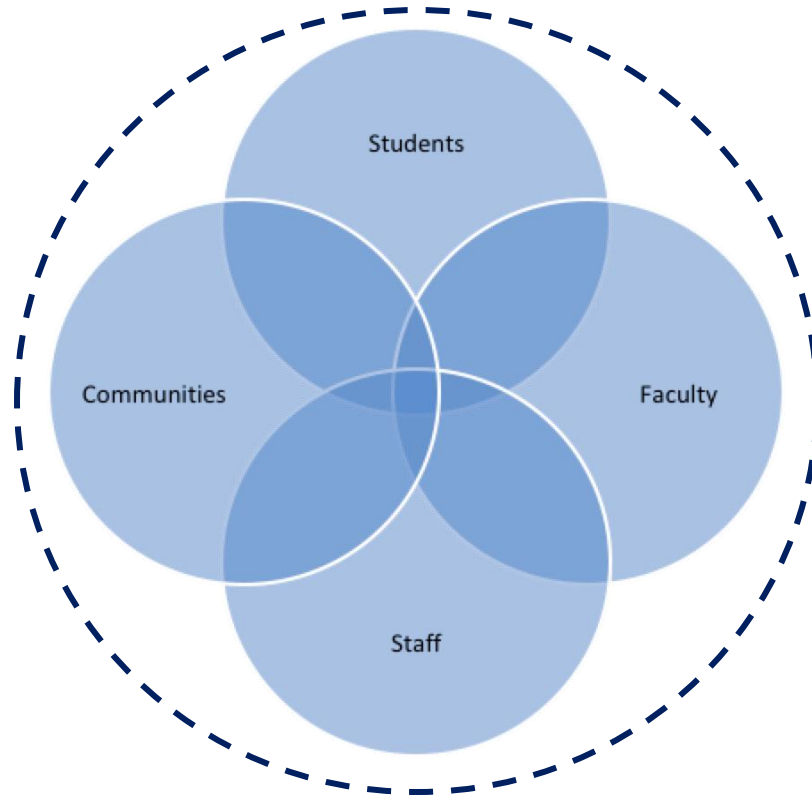
People and culture:

- Emphasis on connectedness and reconnecting
- Internal communication and feedback loops
- Health and wellness
- Work-life balance
- Paying attention to the whole person
- Need for inclusive, equitable leadership and opportunity development
- Need to become a learning organization, foster a learning culture, mobilize knowledge
- Systematic improvement of services supporting people
- Trust, trust-building, and trustworthiness
- Transparent and clear governance, policies, and processes

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Putting People at the Heart of Decision Making

People

- Students
- Staff
- Faculty
- Partners
- Communities

Values

- Academic Excellence: Connection and Diversity
- Community Impact: Engagement and Partnerships
- Equity, Diversity, and Inclusion: Enhancing Safety and Belonging
- Indigenization and Decolonization: Continuing the Journey
- People: Care, Compassion, and Respect
- Student Experience: Transformative and Inclusive
- Sustainability: Climate and Environment
- Transformation: Adaptability, Creativity, and Innovation
- Trust: Accountability and Transparency

Strategic Areas of Focus

- Advancing Bold, Impactful Research and Creative Activity
- Becoming an Increasingly Equitable, Diverse, Inclusive and Just Campus
- Continuing the Journey toward Truth and Reconciliation
- Ensuring High Quality, Effective, Relevant Learning and Campus Experiences for Everyone
- Fostering an Engaged, Healthy, and Sustainable Campus
- Generating Local and Global Impact through Partnership and Community Engagement

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Recap from Part 2

Strategic Framework

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Foundational Commitments, Strategic Priorities, Strategic Opportunities

Foundational Commitments, Strategic Priorities, and Strategic Opportunities operate across all areas of institutional activity.

Many foundational commitments can be integrated into either strategic priorities or strategic opportunities (e.g., mental health programming for staff might also be integrated into larger projects around community and public health).

As units work towards alignment with institutional priorities, it is likely that their own strengths and goals will resonate more with some areas of practice than with others. There are a diversity of ways to contribute to the mission of the institution that can align with unit priorities. The strategic plan is intended to provide guidance about how to be strategic, moving forward, and to allow flexible engagement with opportunities.

FOUNDATIONAL COMMITMENTS

Specific actions that address gaps in institutional practices that are either not working well or take too much time and effort to accomplish.

STRATEGIC PRIORITIES

Strategic priorities organized by six key areas of focus. Strategic priorities often intersect with foundational commitments. Some areas of focus, such as Indigenization and Decolonization, operate both as discrete areas of priority and as interwoven themes.

Priorities identified here will be refined and fully detailed in cascading strategic plans (e.g., the Academic Strategic Plan & Research Strategic Plan).
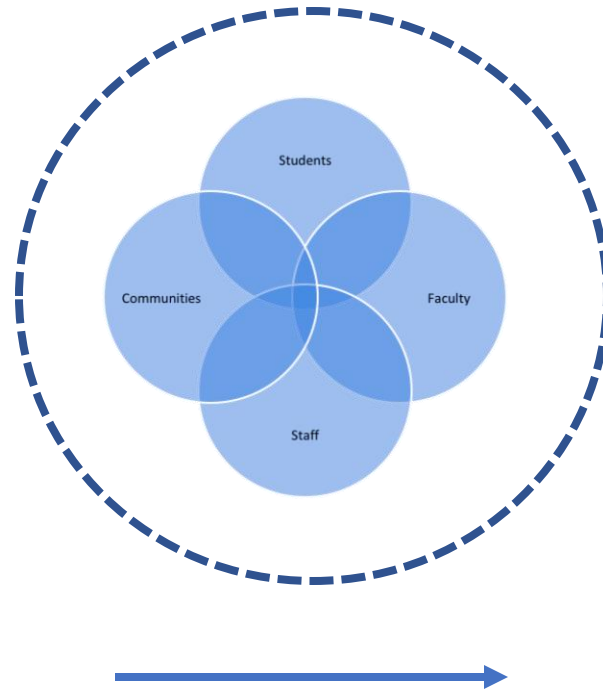
STRATEGIC OPPORTUNITIES

Ambitious, multi-disciplinary opportunities that have transformative possibilities that extend beyond our strategic priorities with the potential for regional and national leadership. The strategic opportunities will act as criteria for assessing future institutional projects.

While this framework includes examples of emerging opportunities, the goal is to frame criteria for the development of strategic opportunities over time.

Reaching Our Potential: Two Types of Consultation Inputs

Foundational Commitments
Specific actions that address gaps in institutional practices that are either not working well or take too much time and effort to accomplish. Addressing these gaps will better position ourselves to achieve strategic goals.

Strategic Priorities and Opportunities
The goals and transformative priorities/possibilities that can help leverage untapped potential to become leaders in a space. If we don't address the foundational commitments, it's hard to get to these transformative possibilities.

Students

Communities

Faculty

Staff

Foundational Commitments

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Reaching Our Potential: Foundational Commitments

Specific actions that address gaps in campus practices that are either not working well or take too much time and effort to accomplish.
To create a context where opportunity flourishes, we must address gaps by taking specific actions to better position ourselves to achieve strategic goals.

1.   Improving Communications and Knowledge Transfer

1.1 Improving internal and external communication channels and processes

1.2 Systematically creating space for learning from one another to enhance innovation and success

1.3 Celebrating successes and building reputation

1.4 Knowledge mobilization and research translation

1.5 Systematically building and acting on feedback loops

2.   Connecting, Reconnecting and Enhancing Collaboration

2.1 Enhancing social engagement spaces and opportunities for employees, students, and communities, with a focus on inclusion and belonging

2.2 Enhancing coordinated support for mentorship programs and partnership development

2.3 Reconnecting post-pandemic by implementing strategies for bringing people together

2.4 Incentivizing and supporting collaboration across silos and between institutions

3.   Improving Institutional Processes and Coordination of Services

3.1 Simply making these easier

3.2 Systematically streamlining processes, interfaces, approvals, and bureaucracy

3.3 User focus in process development

3.4 Systematically building institutional knowledge mobilization into planning

3.5 Reducing duplication of efforts through enhanced transparency and process analysis

4.   Collecting and Using Meaningful and Reliable Data

4.1 Strategic, aligned, and transparent data collection

4.2 Comprehensive approach to managing and representing institutional data

4.3 Focus on data for diagnosis, tracking, accountability, and celebration

4.4 Accessibility of data

4.5 Strong data governance and data strategy

5.   Supporting People Through Enhanced Human Resources and Leadership Development

5.1 Inclusive and broad-based talent recruitment, career and leadership development

5.2 Strengths and growth-focused performance management strategies

5.3 Establishment and implementation of employee mental health strategy

5.4 Placing a greater emphasis on organizational learning

5.5 Fostering positive work environments and an increasingly positive campus climate

5.6 Equitable, inclusive, and just environments and processes

5.7 Leadership and governance diversification

6.   Enhancing Infrastructure to Support Our People

6.1 Planning and building physical, social, virtual, and community infrastructure consistent with our values and aspirations

6.2 Enhanced building and classroom maintenance

6.3 Attention to safety, and to the accessibility of campus spaces and virtual platforms

6.4 Transparent and equitable capital planning aligned with institutional strategy

Implications of Foundational Commitments

- Regardless of the focus of any particular consultation session, the same six foundational challenges emerged

- Foundational challenges impair people's willingness to engage, and the impact of people's efforts to tackle ambitious challenges.

- People point to these foundational challenges as evidence that they are not respected or empowered by the institution.

- People are frustrated with what they perceive as broken processes, communication pathways, and support mechanisms, and broken promises about fixing them

- Addressing foundational challenges through action will create a better context of opportunity for everyone

Addressing Foundational Commitments

- This will be an iterative and ongoing process.
  - Some of these tactical challenges require larger cultural shifts in how we connect and collaborate with one another that will take time to nurture and grow.
  - Post-COVID norms are still evolving and need to be taken into account.
  - Other pieces will take sustained investment over time.
  - Certain foundational commitments may be incorporated into larger strategic priorities or require more planning (capital investment in infrastructure) to be fully realized.
  - Addressing these challenges will require cross-functional collective effort, the exploration of best practices elsewhere, and a willingness to pilot and assess new approaches.
  - Progress on these goals will be tracked, assessed, and reported on.

Strategic Priorities

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Reaching Our Potential in Strategic Areas of Focus

2010 Strategic Priorities

- An exceptional and supportive undergraduate student experience,

- A more research-intensive university and graduate program development;

- Recruitment and retention of the best faculty and staff,

- Community-engaged partnership

- International engagement

Campus Consultations

Community Consultation

Institutional and Regional Data

Indigenous Consultation

Contextual Factors

Best Practices

Culture & Value Change

2022 Proposed Strategic Priorities

- Advancing Bold, Impactful Research and Creative Activity

- Becoming an Increasingly Equitable, Diverse, Inclusive and Just Campus

- Continuing the Journey toward Truth and Reconciliation

- Ensuring High Quality, Effective, Relevant Learning and Campus Experiences for Everyone

- Fostering an Engaged, Healthy, and Sustainable Campus

- Generating Local and Global Impact through Partnership and Community Engagement

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Strategic Priority: **Advancing Bold, Impactful Research and Creative Activity**

- Nurturing and supporting an engaged and inclusive culture of research, scholarship, and creative activity

- Streamlining processes and developing transparent policies and partnerships that enable research, scholarship, and creative activity

- Supporting and enhancing research, scholarship and creative activity through strategic and transparent investments and improvements

- Inspiring and enabling collaborative and interdisciplinary research, scholarship, and creative activity

- Enhancing support and expanding opportunities for graduate and undergraduate participation in discovery through research, scholarship, and creative activity

- Ensuring that Truth and Reconciliation is considered in research, scholarship, and creative activity

- **More Information...**

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Strategic Priority: **Becoming an Increasingly Equitable, Diverse, Inclusive and Just Campus**

- Establishing and implementing an EDI strategic plan with annual reporting on metrics, and reflecting a commitment to responding to equity issues across all campus communities

- Fostering inclusive learning and knowledge creation environments

- Creating and promoting programming that enables all members of the campus community to develop greater knowledge of equity, diversity and inclusion, the skills necessary to work and learn together in a diverse world, and the awareness that change is everyone's responsibility

- Employing an equity, diversity, and inclusion lens in planning, enhancing, and re-designing campus and student services

- Developing and implementing inclusive recruitment, hiring, and capacity building plans

- Building the mechanisms, policy context, and reporting structures necessary to ensure accountability and build trust

More information….

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Strategic Priority: **Continuing the Journey toward Truth and Reconciliation**

- Meeting universities' responsibilities under the Truth and Reconciliation Commission of Canada: Calls to Action and the Universities Canada Principles on Indigenous Education

- Consultative redevelopment of the University's Land Acknowledgement

- Training regarding anti-Indigenous racism and cultural safety

- Creating Indigenous space and Indigenizing existing spaces

- Partnership to support the learning of Indigenous languages and curriculum development

- Ongoing consultations with Indigenous communities and relationship building

- Partnerships with Indigenous communities and organizations

- Recognition and valuing of Indigenous ways of knowing and support for Indigenous knowledge creation and mobilization

The Indigenous consultation process is ongoing under the leadership of the Senior Advisor to the President on Indigenous Relations and Outreach.
This process is moving forward at its own pace allowing for relationships and trust to be established.
These are some preliminary directions.

More Information...

Strategic Priority: **Ensuring High Quality, Effective, Relevant Learning and Campus Experiences** for Everyone

- Learning with, about, and from students with a goal of sustainably and continuously enhancing the student experience

- Meeting students where they are through enhanced knowledge of our students and the development of better, integrated support, access, outreach, and social opportunities

- Supporting and recognizing the efforts of faculty and staff so that their student-focused work is informed, effective, and sustainable

- Supporting faculty and staff in creating a context of inclusive, engaging, connected student opportunity and experiential learning, emphasizing scalable approaches

- Creating the infrastructure and mechanisms to support Faculties in building and enhancing compelling, contextually relevant, and effective curriculum, instruction and learning opportunities

- Enhancing and maintaining accessible teaching and learning spaces across our campuses

- **More information….**

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Strategic Priority: **Fostering an Engaged, Healthy, and Sustainable Campus**

- Building a climate that fosters mental and physical well-being and a healthy, respectful campus climate

- Reviving and enhancing the sense of energized belonging, connectedness, and engagement on campus

- Creating equitable and clear pathways for professional growth and innovation

- Supporting capacity building for inclusive, equitable leadership in a context which embraces collective learning and new opportunities

- Working towards an environmentally sustainable campus and campus culture, and foster strong partnerships that support and inspire regional participation with sustainable practice

- Continue to build a culture of trustworthiness and transparency by emphasizing individual and public accountability, strong bicameral governance practice, and a clear and navigable policy context

- **More Information…**

Strategic Priority: **Generating Local and Global Impact through Partnership and Community Engagement**

- Fostering inclusive, informed, forward-thinking leadership, and engaging with communities and partners in learning, inquiry, knowledge creation and innovation, talent pipeline development, and knowledge mobilization

- Building municipal and regional coalitions, partnerships, and networks focusing on shared priorities, information exchange, innovation, knowledge mobilization and collaboration, resource sharing and cross-leveraging of funding opportunities

- Working respectfully and effectively with partners and prospective partners and continuing the learning and work to remove barriers to community engagement and to engage and build trust with historically marginalized communities

- Establishing a community engagement hub and team to help faculty, staff, students, and community members in developing collaborations and shared opportunities and to assist with the coordination of engagement efforts across campus

- Recognizing, supporting, and enhancing community-engaged research and practice across many campus roles

- Expanding community-based and community-informed student experiences and educational opportunities

- Consultatively establishing, implementing, and tracking progress on a Neighbourhood Engagement Strategy based on reciprocity, strong lines of communication, and mutual benefit

- Building strong relationships and engagement with Indigenous communities   **More information…**

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Strategic Opportunities

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Identifying Strategic Opportunities

- The Strategic Plan identifies foundational commitments and strategic priorities that focus on key aspects of the institutional mission and provides a mechanism for developing ambitious strategic opportunities: multi-disciplinary and multi-area opportunities that have transformative possibilities that extend beyond our strategic priorities with the potential for regional and national leadership.

- A major part of developing the strategic plan has been determining mechanisms through which we can prioritize initiatives and maximize and align their impact with institutional priorities

    - 9 criteria of untapped potential were identified

    - 6 key areas of practice have been identified that will enhance the impact of initiatives, in alignment with the goals of the strategic plan

- Many activities outlined in these documents will be refined and expanded upon in subsequent cascading strategies: the goal here is to develop a strategic framework for prioritizing initiatives on a go-forward basis, not to identify specific projects.

- This is a multi-disciplinary approach intended to support initiatives that can be engaged in through multiple disciplines, lenses, and areas of activity.

- Initiatives that can clearly demonstrate alignment with a greater number of these criteria would be prioritized for investment and development.

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Identifying Strategic Opportunities

- Strategic Opportunities are the culmination of strategic prioritization of the University. The goal is to become recognized as national/international leaders in key spaces.

- These institution-wide priorities, although grounded in key research and teaching objectives, also have the potential to drive regional, national or international change.

- Through the multidisciplinary approach it creates entry points for unusual suspects to come together from a research, teaching and service perspective.
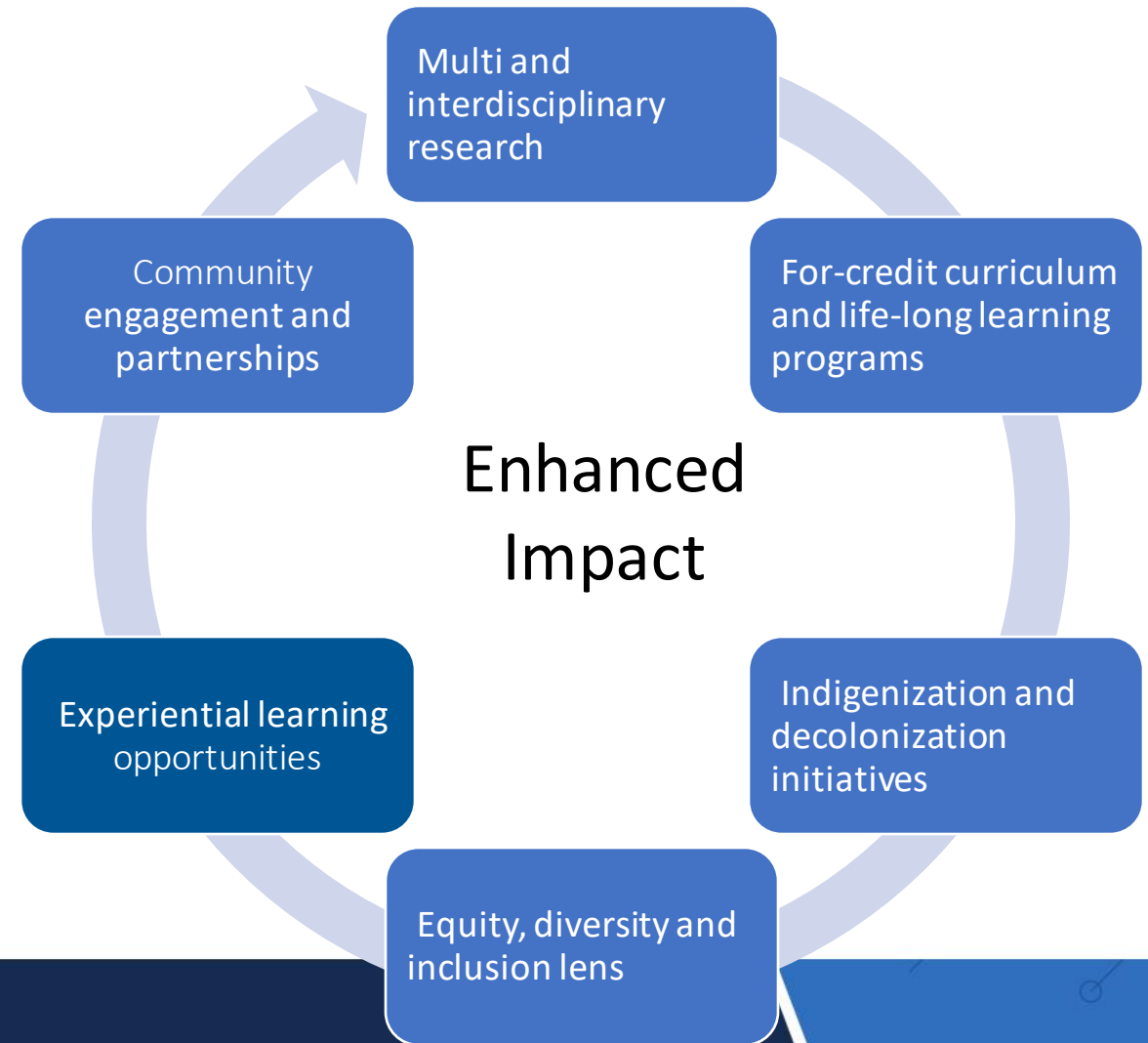
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Identifying Strategic Opportunities – Untapped Potential

- Engages with areas of comparative institutional strength
- Allows for multiple points of entry and engagement
- Resonates with critical campus, regional, or global challenges – emerging or chronic
- Practice in the area is strong on campus, and resources exist, but activities are under-leveraged or under-coordinated
- Speaks to our values/core aspirations
- Drives enrolment
- Addresses key areas of institutional risk
- Is financially sustainable
- Is a unique opportunity – if other conditions are met
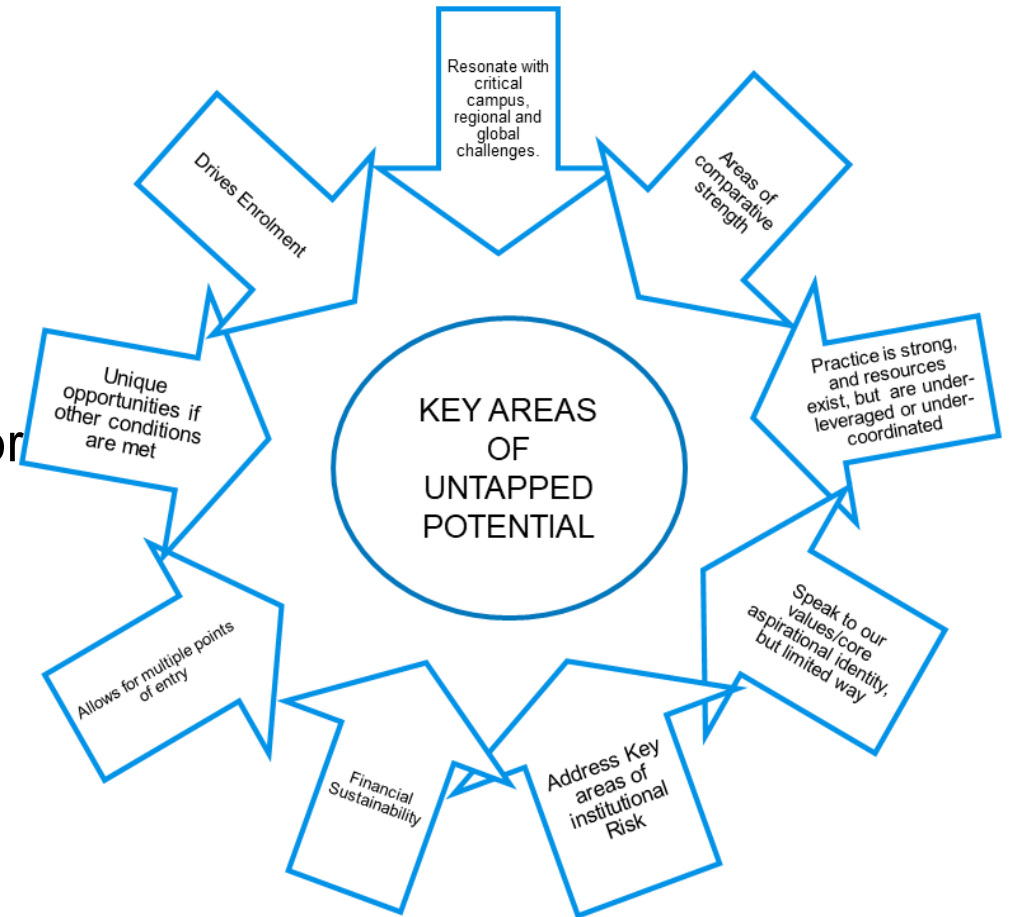
Expanding the Impact of Strategic Opportunities through Systematic Integration

- Strategic opportunity criteria (previous slide) help to identify potential projects for institutional investment.

- The impact of identified potential projects can be systematically enhanced.

- Six levers have been identified that can be engaged to enhance the impact of initiatives beyond a siloed approach.

- We need to do the work, as an institution, to simplify and safeguard cross-functional collaboration.

Multi and interdisciplinary research

For-credit curriculum and life-long learning programs

Indigenization and decolonization initiatives

Equity, diversity and inclusion lens

Experiential learning opportunities

Community engagement and partnerships

Enhanced Impact

KEY AREAS OF UNTAPPED POTENTIAL

- Resonate with critical campus, regional and global challenges.
- Areas of comparative strength
- Practice is strong, and resources exist, but are under-leveraged or under-coordinated
- Speak to our values/core aspirational identity, but limited way
- Address Key areas of institutional Risk
- Financial Sustainability
- Allows for multiple points of entry
- Unique opportunities if other conditions are met
- Drives Enrolment

Enhanced Impact

- Multi and interdisciplinary research
- For-credit curriculum and life-long learning programs
- Indigenization and decolonization initiatives
- Equity, diversity and inclusion lens
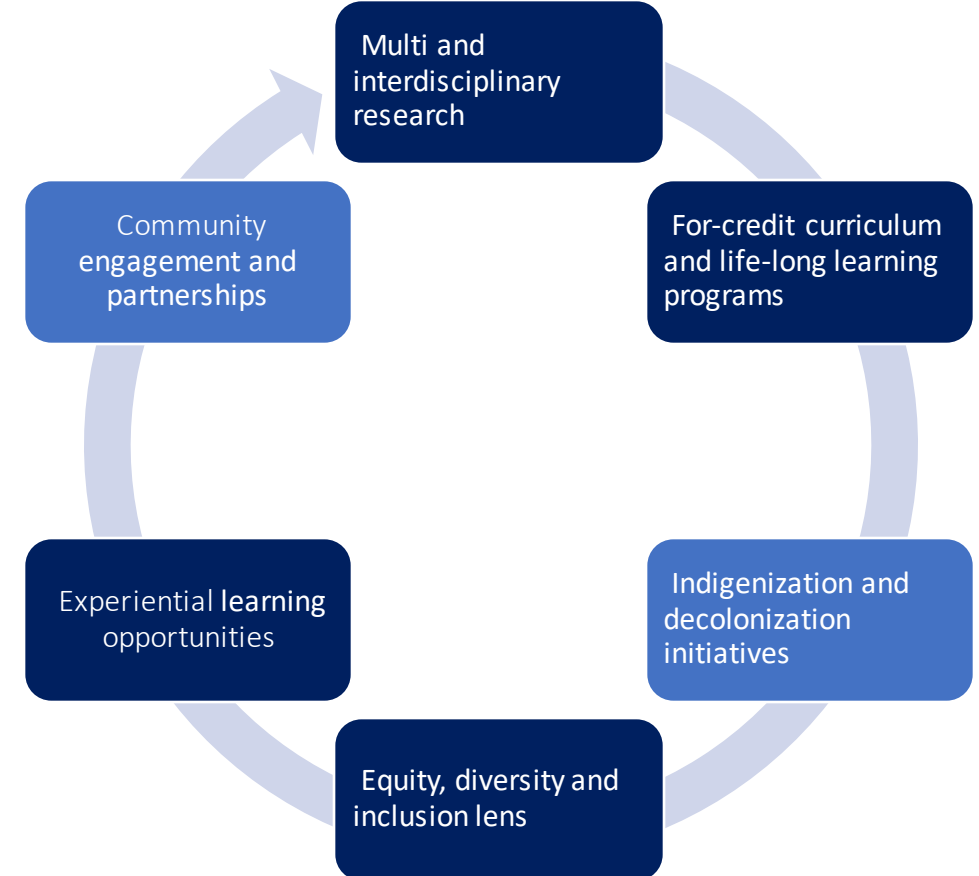- Experiential learning opportunities
- Community engagement and partnerships

Impactful Strategic Opportunities

Emerging Opportunities....

- Public and Environmental Health
- Smart Technology and Materials
- Indigenous Scholarship
- Black Scholarship
- Automobility and Cybersecurity
- Applied Computing
- Environmental Resource Management and Sustainability
- Community and Regional Transformation
- Organizational and Regional Partnership for Change

This is a non-exhaustive list of examples based on current contextual factors and opportunities. The goal is to create a systematic approach to identifying and supporting initiatives and to maximizing their impact.

Impact Expanding Factors....

Multi and interdisciplinary research

For-credit curriculum and life-long learning programs

Indigenization and decolonization initiatives

Equity, diversity and inclusion lens

Experiential **learning** opportunities

Community engagement and partnerships

Measuring Success

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Targets and Metrics

- Reviewed the metrics and targets of 24 universities across Canada both from Strategic Plans and subsequent annual reports. Using this scan to develop key metrics to track the institutions progress against.

- Brock University
- Carleton University
- Dalhousie University
- Lakehead University
- McGill University
- McMaster University
- Ontario Tech University
- Queen's University
- Toronto Metropolitan University
- Trent University
- Université de Montreal
- Université Laval

- University of Alberta
- University of British Columbia
- University of Calgary
- University of Guelph
- University of Manitoba
- University of Ottawa
- University of Saskatchewan
- University of Toronto
- University of Waterloo
- University of Western Ontario
- Wilfred Laurier University
- York University

Considerations for Institutional Metrics

- Based on other institutions, most have 10-20 institutional metrics.

- As the Strategic Plan is institution-wide the metrics need to match that scope.
  - Subsequent plans can allow for more targeted measures.

- Institutionally we need to be able to track the metrics in a regular and non-onerous manner.
  - Identify where a collection tool or metric can serve multiple purposes.

- We are aligning many of our core metrics with strategic priority areas.
  - Metrics should be tracking items that we can impact and change over time.
  - Metrics should involve factors we have control over.
  - Metrics will keep us accountable to the plan, and progress on them will be publicly reported annually

- At this stage we are providing general information about metrics: their development will be finalized in line with the finalizing of the plan itself.

Types of Targets and/or Metrics

There are three types of metrics being explored and a mix of these metrics will be utilized by the Strategic Plan:

- **Institutional metrics** – Institutional goal to be tracked annually over the lifecycle of the plan.

  - For example, employee satisfaction – tracked through tri-annual employee engagement survey.

- **Process metrics** – These are singular goals to achieve part of the plan. The success of the process metrics may create other ongoing tracking of additional metrics related to that specific process goal.

  - For example, "Launch of a community engagement hub" is a process goal. But the hub would then have ongoing metrics to be tracked against around community partnerships, student placements, etc.

- **Undefined metrics** – These are metrics that require additional research, development, capacity and consultation.

  - For example, Climate and Sustainability Goals – these goals are to be determined and priorities as part of the campus sustainability plan.

Metric Consideration

- In the framework we are proposing "buckets" of metrics aligned with the Strategic Priorities of the institution.
- As part of the feedback process, we will explore the types of metrics that are preferred by the campus community.
  - Specific metrics will be determined based on implications of data collection, how impactful the measure is in supporting tactical and strategic priorities, and how does this measure enable transparent accountability on campus related to performance management.
  - Metrics that are not selected as part of the strategic plan may be leveraged in subsequent cascading strategics.
- The following slides provide possible metrics based on review of metrics at other institutions: these are provided for discussion, but inclusion has not yet been determined. Metrics are listed in alphabetical order for consistency across the Strategic Priorities.

Potential Metrics: Foundational Commitments

- Process metrics related to initiatives outlined in plan
- As these unfold, metrics will be identified related to the specific improvements (e.g., process time-to-completion metrics, usage data, user feedback data)
- In many cases addressing foundational commitments falls with a strategic priority area as well, and metrics for those may be included within the strategic priority area.
- Many foundational commitments will be associated with process audits as the cascading plans move into implementation.

Potential Metrics: Advancing Bold, Impactful Research and Creative Activity

- <u>Process metrics related to initiatives outlined in plan</u>

- Community, government, and industry partnerships

- Number of external and internal research chairs established and outcomes

- Number of International partnerships and research, scholarly and creative collaborations

- Percentage of students (grad and undergrad) engaged in research, scholarly and creative projects and in research-focused graduate programs

- Research, scholarship, and creative activity (not covered by partnerships, publications, grants, etc.) and outreach

- Research and scholarly publication and impact metrics

- Research, scholarly and creative grant application and success rates

- Research , scholarly and creative grant revenue (Tri-Council, industry-related, etc.)

Potential Metrics: Becoming an Increasingly Equitable, Diverse, Inclusive and Just Campus

- <u>Process metrics related to initiatives outlined in plan</u>

- Collection and reporting on diversity of employees and students with improved granularity as well as regional and employment-area comparative data

- Employee and student participation in training focused on equity, diversity and inclusion, anti-racism, and cultural competence

- Faculty/staff/student demographic data (at a more granular level than currently)

- Growth in breadth and number of programs supporting individuals from all marginalized communities

- Implementation of ABR Taskforce Recommendations, the recommendations of the currently underway EDI&ID review and upcoming EDI strategic plan

- Progress against campus accessibility audit

- Progress towards diversity of leadership teams and governance bodies

- Tracking of human rights and discrimination-related complaints

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Potential Metrics: Continuing the Journey toward Truth and Reconciliation

The Indigenous consultation process is ongoing, guided by the pace and timeline needed to develop relationships and build trust with Indigenous communities and organizations. Reporting mechanisms for the Indigenous Strategic Plan will unfold in conjunction with hat planning process, but may include reporting on areas such as:

- Process metrics related to initiatives outlined in plan

- Tracking of progress meeting universities' responsibilities under the Truth and Reconciliation Commission of Canada: Calls to Action and the Universities Canada Principles on Indigenous Education

- Effective and respectful processes for tracking number of Indigenous students enrolled

- Establishment of formal "institution to nation" agreements/recognition with regional Indigenous communities and partnerships with Indigenous organizations

- Establishment of Indigenous language programs

- Expansion of Indigenized and Indigenous spaces on campus

- Growth of support programs for people from Indigenous communities on campus

- Number of employees who have undertaken professional development focused on Indigenization, decolonization, Truth and Reconciliation and Cultural Safety

- Tracking of progress on Indigenizing curricula and on programming focused on Indigeneity and Indigenous ways of knowing

Potential Metrics: Ensuring High Quality, Effective, Relevant Learning and Campus Experiences for Everyone

- <u>Process metrics related to initiatives outlined in plan</u>
- Curriculum development – number of new programs, new co-op programs, program re-designs
- Enrolment data
- Experiential learning opportunities – increased participation rate and offerings
- Graduation rate
- Retention rate
- Student experience survey metrics
- Tracking of faculty support and training opportunities

Potential Metrics: Fostering an Engaged, Healthy, and Sustainable Campus

- <u>Process metrics related to initiatives outlined in plan</u>

- Establishment of performance management mechanisms

- Improved scores on the Employee Engagement survey

- Institutional environmental sustainability metrics

- Metrics related to service provision and process efficiency in areas serving students and employees

- Progress on policy review and renewal

- Sustainability initiatives/projects implemented each year

- Social connections— new social spaces and social events on campus

- Staff professional development, upskilling and re-skilling courses offered and/or taken

- Student experience survey metrics

Potential Metrics: Generating Local and Global Impact through Partnership and Community Engagement

- <u>Process metrics related to initiatives outlined in plan</u>

- Alumni engagement and involvement tracking

- Community/Neighbourhood/Regional economic impact, post-graduation, and engagement metrics

- Expansion of for-credit and paid community-based internships and placements

- Growth in community-engaged research initiatives

- Growth in institutional recognition of and support for community-engaged practice among faculty and staff

- Growth in lifelong learning, microcredentials and continuing education opportunities

- Tracking of engagement, outreach, and partnerships connected to historically marginalized communities

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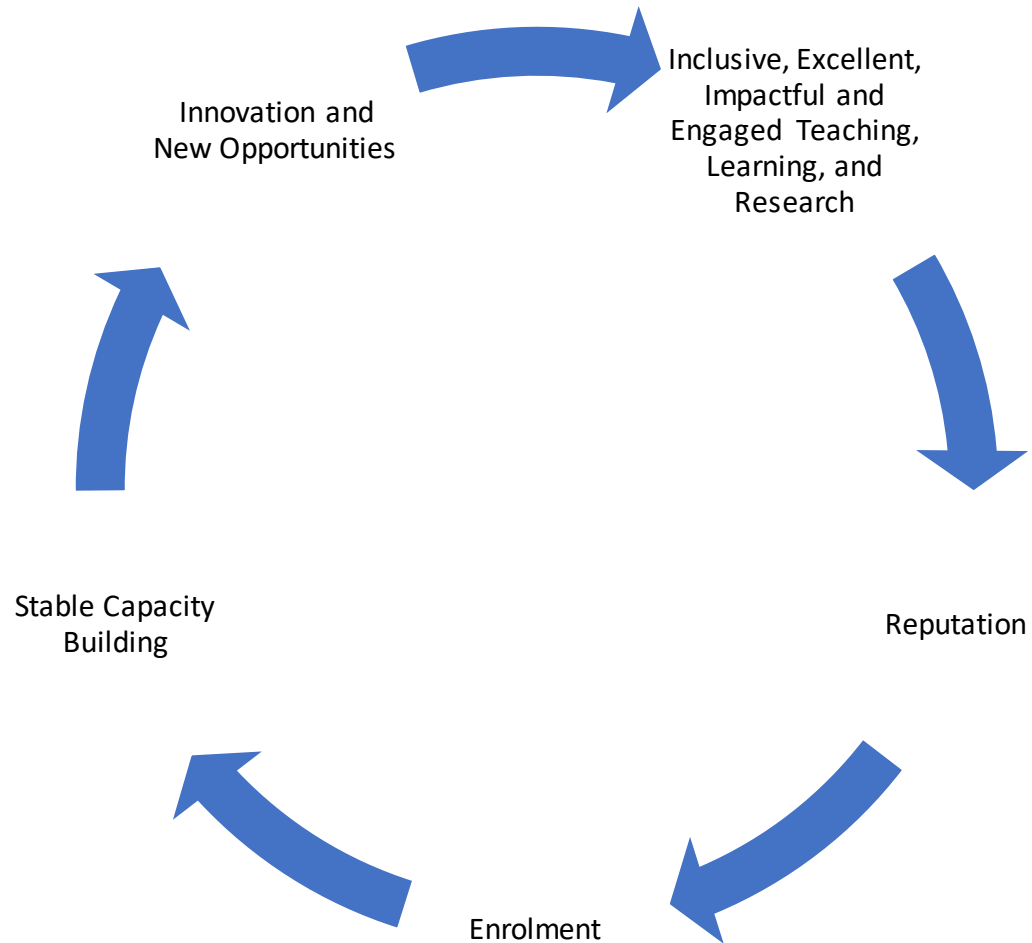
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Financing

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Our Academic Mission and Financial Sustainability

Innovation and New Opportunities

Inclusive, Excellent, Impactful and Engaged Teaching, Learning, and Research

Reputation

Enrolment

Stable Capacity Building

- The University and its people play many critical regional roles and make significant contributions to key global challenges. Institutional financial sustainability is critical to our ability to fulfil our academic mission, to serve communities, and to create knowledge.

- Many factors, including provincial funding models, changing regional demographics, post-pandemic enrolment patterns, and evolving competition in the postsecondary sector, cost pressures, and institutional financial management impact universities' financial sustainability.

- Thoughtful and strategic approaches to planning enrolment growth, fiscal responsibility, and supporting faculty and staff in their work are critical to creating the stability that enables future planning, possibility, and innovation. The strategic plan provides a compass and map for future directions: resource allocations, driven by enrolment, alternative revenue stream development, thoughtful budgeting processes and proactive leveraging of external funding opportunities, will be informed by the priorities identified in this plan over the next five years.

- Consultative planning of the University's next strategic enrolment plan begins in the first quarter of 2023, exploring considerations such as ideal institutional size, mix of domestic and international graduate and undergraduate students, diversification of international student countries of origin, and strategies for student engagement, recruitment and retention, an area that overlaps significantly with the strategic plan's goals.

Next Steps

For Public Comment

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Next Steps

- Feedback will be solicited on the framework through multiple avenues of engagement

- Online survey

- Email submissions to stratplanning@uwindsor.ca

- Virtual Townhall

- Group engagements – Deans, Assistant Deans, Department Heads etc.

- Once feedback is received, the final draft of the Strategic Plan will be ready for review and approval by Senate and Board of Governors in Winter 2023.

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