

# Aspire.

TOGETHER FOR TOMORROW



## STRATEGIC FRAMEWORK EXECUTIVE SUMMARY



University  
of Windsor

**DRAFT**



# Who We Are

## A UNIVERSITY IS ITS PEOPLE.

As knowledge creators, learners, teachers, innovators, supporters, and advocates – the people that form a university community and their relationships to one another are the source of its transformative potential. Our stories about how we understand ourselves, what we do, what we think we are capable of, and where we have struggled, are all important in how we envision institutional change.

There is no single story of an institution: there are many communities, and their stories are not always equally heard. This strategic planning process has been an important opportunity to begin to build the bridges, spaces, and dispositions for us to hear one another better.

During this process, we have heard about the University as a place of uplift: where we work to create excellence, opportunity, and possibility. We heard from and about students whose lives were transformed here. We heard about how these experiences can feel unsung, about all there is still to accomplish, about the importance of supporting and recognizing people, and about the need for more support and reconnection across campus.

We heard about the University as a place that is evolving, where the implications of the pandemic are still emerging. Where questions of equity, justice, inclusion, and belonging are critical, and where we need to continue the journey toward Truth and Reconciliation together. We have a role to play in fostering environmental sustainability and addressing the climate crisis. These are challenging paths, but full of opportunity. Learning and leadership can fuel each other.

We heard about intellectual and social engagement. About recognizing, supporting, and valuing the diversity, breadth and depth of research, scholarship, and creative activity at the institution. About a commitment to knowledge mobilization and a desire for growth in collaboration and network development. We heard important cross-disciplinary conversations about understanding and enhancing the impact, and potential impact, of the exceptional work that occurs here, so that we flourish.

We heard about how we are and can be a university for this place: the Windsor-Essex region. About the region's unique history and geography. We heard about the University's roles in the regional economy and city building, and the importance of comprehensive post-secondary education to the region. We learned about our neighbors and our partners, about innovation and capacity building, and the need to continue to foster these relationships. We heard about global reach - what that means locally, and what it means internationally. Our success and the region's success are interdependent.

This strategic plan begins with a fundamental commitment to our people: students, staff, faculty, alumni, and communities. This commitment must be our compass as we strive to be a university that serves its communities, and where people, learning, insight, and innovation thrive.

# Our Mission, Vision, and Values

## OUR MISSION

To empower positive change through regionally and globally engaged inquiry, learning, scholarship, creation, and research.

## OUR VISION

As a globally connected anchor institution in the Windsor-Essex region, the University of Windsor strives to transform the circumstances of our students, people, and communities. We will engage with regional and global challenges through impactful research, relevant teaching, creative endeavours, and positive relationship building.

## OUR 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:** Transformation and Inclusion

**Sustainability:** Climate and Environment

**Transformation:** Adaptability, Creativity, and Innovation

**Trust:** Accountability and Transparency



# Our Strategic Framework

THE AREAS FRAMING OUR STRATEGIC PLAN FALL INTO THREE DISTINCT CATEGORIES:





# Our 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 Systematically streamlining processes, interfaces, approvals, and bureaucracy
- 3.2 Involve end users in process development
- 3.3 Systematically building institutional knowledge mobilization into planning
- 3.4 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



# Our Strategic Priorities


Goals and transformative priorities within specific areas of institutional practice that will help us to further our mission, achieve our vision, live our values, and capitalize on our untapped potential.



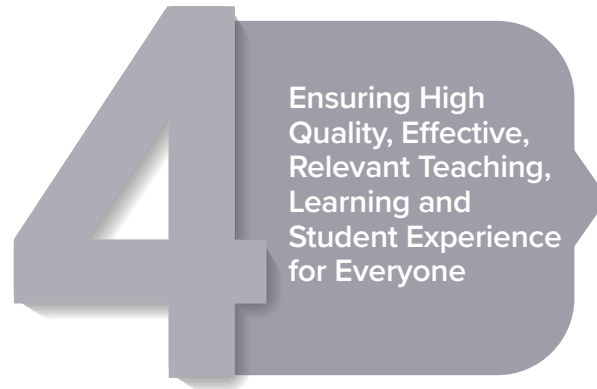
Advancing Bold, Impactful Research and Creative Activity



Becoming an Increasingly Equitable, Diverse, Inclusive and Just Campus



Continuing the Journey toward Truth and Reconciliation



Ensuring High Quality, Effective, Relevant Teaching, Learning and Student Experience for Everyone



Fostering an Engaged, Healthy, and Sustainable Campus

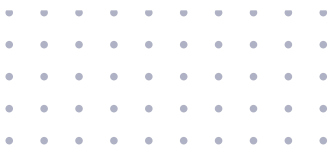


Generating Local and Global Impact through Partnership and Community Engagement

# 1

## Advancing Bold, Impactful Research and Creative Activity

- 1.1 Nurturing and supporting an engaged and inclusive culture of research, scholarship, and creative activity
- 1.2 Streamlining processes and developing transparent policies and partnerships that enable research, scholarship, and creative activity
- 1.3 Supporting and enhancing research, scholarship and creative activity through strategic and transparent investments and improvements
- 1.4 Inspiring and enabling collaborative and interdisciplinary research, scholarship, and creative activity
- 1.5 Enhancing support and expanding opportunities for graduate and undergraduate participation in discovery through research, scholarship, and creative activity
- 1.6 Ensuring that Truth and Reconciliation is considered in research, scholarship, and creative activity







# 2

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

- 2.1 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
- 2.2 Fostering inclusive learning and knowledge creation environments
- 2.3 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
- 2.4 Employing an equity, diversity, and inclusion lens in planning, enhancing, and re-designing campus and student services
- 2.5 Developing and implementing inclusive recruitment, hiring, and capacity building plans
- 2.6 Building the mechanisms, policy context, and reporting structures necessary to ensure accountability and build trust

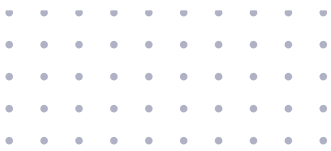


# 3

## Continuing the Journey Toward Truth and Reconciliation

- 3.1 Meeting universities' responsibilities under the Truth and Reconciliation Commission of Canada: Calls to Action and the Universities Canada Principles on Indigenous Education
- 3.2 Consultative redevelopment of the University's Land Acknowledgement
- 3.3 Training regarding anti-Indigenous racism and cultural safety
- 3.4 Creating Indigenous space and Indigenizing existing spaces
- 3.5 Partnership to support the learning of Indigenous languages and curriculum development
- 3.6 Ongoing consultations with Indigenous communities and relationship building
- 3.7 Partnerships with Indigenous communities and organizations
- 3.8 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.*



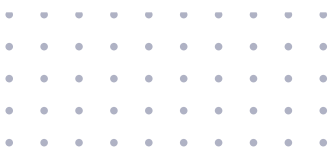


# 4 Ensuring High Quality, Effective, Relevant Teaching, Learning and Student Experience for Everyone

- 4.1 Learning with, about, and from students with a goal of sustainably and continuously enhancing the student experience
- 4.2 Meeting students where they are through enhanced knowledge of our students and the development of better, integrated support, access, outreach, and social opportunities
- 4.3 Supporting and recognizing the efforts of faculty and staff so that their student-focused work is informed, effective, and sustainable
- 4.4 Supporting faculty and staff in creating a context of inclusive, engaging, connected student opportunity and experiential learning, emphasizing scalable approaches
- 4.5 Creating the infrastructure and mechanisms to support Faculties in building and enhancing compelling, contextually relevant, and effective curriculum, instruction and learning opportunities
- 4.6 Enhancing and maintaining accessible teaching and learning spaces across our campuses

# 5 Fostering an Engaged, Healthy, and Sustainable Campus

- 5.1 Building a climate that fosters mental and physical well-being and a healthy, respectful campus climate
- 5.2 Reviving and enhancing the sense of energized belonging, connectedness, and engagement on campus
- 5.3 Creating equitable and clear pathways for professional growth and innovation
- 5.4 Supporting capacity building for inclusive, equitable leadership in a context which embraces collective learning and new opportunities
- 5.5 Working towards an environmentally sustainable campus and campus culture, and foster strong partnerships that support and inspire regional participation with sustainable practice
- 5.6 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







# 6

## Generating Local and Global Impact through Partnership and Community Engagement

- 6.1 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
- 6.2 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
- 6.3 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
- 6.4 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
- 6.5 Recognizing, supporting, and enhancing community-engaged research and practice across many campus roles
- 6.6 Expanding community-based and community-informed student experiences and educational opportunities
- 6.7 Consultatively establishing, implementing, and tracking progress on a Neighbourhood Engagement Strategy based on reciprocity, strong lines of communication, and mutual benefit
- 6.8 Building strong relationships and engagement with Indigenous communities

# Our Strategic Opportunities

The strategic plan also outlines a framework for future planning of ambitious, multi-disciplinary and multi-area opportunities that have transformative possibilities that extend beyond our strategic priorities with the potential for regional and national leadership. These are the kinds of projects that can change us, our region, and people's lives: they will also require us to pull together in shared directions and to build new skills and mechanisms for more flexible cross-institutional collaboration. Initiatives that can clearly demonstrate alignment with a greater number of criteria and components below would be prioritized for investment and development. Specific opportunities will be identified and built out during strategic academic and research plan development.

## Strategic Opportunity Criteria

- 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 and core aspirations
- Drives enrolment
- Addresses key areas of institutional risk
- Will be financially sustainable
- Is a unique opportunity – if other conditions are met

## Six key areas have been identified that could significantly enhance the impact of strategic opportunities as an integrated approach:

- 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

## Examples of potential strategic opportunities that have been identified during the consultation phase of this strategic planning process include:

- 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 not an exhaustive list, but examples of emerging opportunities. The goal has been to create a systematic, streamlined, and transparent approach to identifying and supporting initiatives to maximize their impact.*





# Metrics and Finance

## MEASURING OUR SUCCESS

The strategic planning framework outlines foundational commitments and strategic areas of focus for the University of Windsor's future. Although broad in scope and institutional in nature, the successful implementation of the strategic plan will depend on the active participation of every faculty, unit, team and individual on campus. Alignment from unit plans to institutional plans will be important in order for the University to reach its goals.

The strategic plan is intended to provide guidance to the University on overarching strategic priorities. 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 is a diversity of ways for units to contribute that will align with the vision of the institution.

As an anchor institution in the Windsor-Essex region, we are committed to being accountable to our on- and off-campus communities. To measure our progress, an annual report on performance metrics across all identified strategic areas of focus will be made publicly available.

Metrics will vary by area and will be available in the detailed strategic plan, once completed. A number of more specific metrics will evolve as the academic, research, and other strategic sub-plans are developed (e.g., academic; research; equity, diversity and inclusion; Indigenization and decolonization).

## FINANCING OUR FUTURE

Many factors impact the sustainability of our university. These include provincial funding models, changing regional demographics, post-pandemic enrolment patterns, evolving competition in the postsecondary sector, cost pressures, and institutional financial management.

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. These approaches are driven by enrolment, alternative revenue stream development, thoughtful budgeting processes and proactive leveraging of external funding opportunities. The priorities of the strategic plan will provide direction for resource allocations in order to ensure that we reach our goals.

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 goals of this strategic plan.

**To submit your feedback on this executive summary draft or to review more detailed strategic framework documents, please visit [engageuwindsor.ca](https://engageuwindsor.ca).**