

Generating Local and Global Impact through Partnership and Community Engagement - DRAFT

The specifics identified below are derived from the strategic planning consultation process. They are more detailed than what can be included in the institutional plan and are provided here to provide greater clarity and context about intended directions. Some key areas of focus will be included in the final draft and others form part of the cascading strategic planning process.

Engaging as an Anchor Institution

Anchor institutions are institutions (generally public) that have significant impact on local prosperity and stability, as generators of the human resources and innovative capacity required for increasingly knowledge-based economies, and in terms of community vitality and economic well-being. As an anchor institution, one of the largest employers, and a primary nexus for knowledge creation in Windsor Essex, the University has important leadership roles to play.

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

- Development and expansion of community engagement programs, community navigation of the institution, and virtual portal
- Professional development programming on partnership and community engagement for students, faculty and staff
- Data collection, partnership consultation and feedback loops
- Establishment of cross-functional partnership tracking mechanisms to enhance coordination and enhancement of partnership outcomes
- Collaboration to expand successful leveraging of funding sources for teaching; learning; research, scholarship, and creative activity; and community-based work capacity and grant development

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

- Recognition and celebration of community-engaged practice on campus including greater awareness of the distinct nature, timelines, and implications of community-engaged work in assessing work performance
- Expansion of staff opportunities for engagement with and leadership in community-engaged initiatives
- Establishment of internal grants and chairs to support community-engaged innovation and initiatives, cultural and community programming, and undergraduate research opportunities
- Development of diversity-conscious alumni engagement strategies including potential mentorship programs and feedback loops that engage our global alumni network

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

- Expansion of community-based paid and for-credit experiential learning (e.g., internships, service learning, undergraduate research, community-based courses, capstone, cornerstones) through a focused university advancement endowment strategy and leveraging of federal and provincial funding envelopes. There was strong emphasis on the need for more opportunities for international students in the data.
- Support and recognition for instructors and staff engaged with community-based student opportunities to enhance feasibility and sustainability of programming
- Expansion of a more diverse range of credit- and non-credit credentials focused on upskilling and retraining opportunities, with an emphasis on mechanisms for partnership with local organizations and industry partners or with specific populations (e.g., newcomers, individuals in specific and evolving industry sectors, internationally trained professionals) in mind

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

- Our first-ever neighborhood consultation sessions, undertaken as part of this strategic planning process affirmed that we need to do more to build strong reciprocal relationships and better mutual understanding with our neighbors. Some key starting points for potential engagement:
 - Systematic communications and relationship building
 - Opportunities for regular and systematic neighborhood-university consultation
 - Neighborhood outreach programming and community-based initiatives
 - Shared infrastructure and satellite offices
 - Knowledge sharing and collaboration on key issues including housing precarity, sustainability, poverty, transit infrastructure, placemaking, and university-community partnership
 - Engagement with downtown revitalization and enhancement of student experience through a downtown campus strategy
 - Making the campus more welcoming to our neighbours (e.g., signage, parking, bike racks, events, and strategies for engaging communities with the Lancer Centre and the Library)
 - The collaborative development of talent pipelines responsive to changing employment conditions and our students' goals

- Establishing strong lines of communication with our local neighbors and building a local neighborhood strategy that is responsive and mutually beneficial
- Work with other organizations to foster healthy work climates on campus and regionally

Building strong relationships and engagement with Indigenous communities

- Consultation with Indigenous communities and relationship building is ongoing, focused on the development of the University's inaugural Indigenization Strategic Plan. This process involves culturally appropriate events with:
 - Communities on campus
 - Local urban Indigenous peoples, groups, and organizations
 - "Nation-to Nation" engagement
- Development of partnerships with Indigenous communities and organizations
- Development of institutional Knowledge Keepers' table/Elders' Council to shape direction and guide practice
 - Development of Indigenous language revitalization programs
 - Expansion of land-based learning opportunities in partnership with Indigenous communities and organizations

This strategic planning process has sought to engage rights-bearing stakeholders and members of equity-deserving groups in ways that acknowledge and attend to the lived experience and perspectives of diverse communities and the ways in which those communities are marginalized and silenced. Throughout this document, in referring to 'community', we mean the descendants of original inhabitants, as well as those who now live on this territory. We acknowledge that there are multiple communities that operate within this common physical space, and that voice, access, experience, and outcomes are not equal across these communities. We must continue to address these inequities.

It is also important to note that there are many facets to partnership and community engagement, and that consultation participants noted that given the University context, it is important for example also to consider local, transnational partnerships; relationships in the Tri-County area; linguistic and cultural communities; industrial partnerships; and local and global partnerships – including our diverse and international alumni network – in this discussion.