# Strategic Imperatives Report

Results of the Community Engagement on "Strategic Imperatives,"
as part of UFV's Integrated Strategic Planning Process

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# Methodology and Context

In 2018, UFV began the process of a new Integrated Strategic Plan. It began with the President's Visioning exercise in 2018, where the UFV community identified a renewed Vision, Mission and set of Values, providing a sense of direction for UFV's future.

The Integrated Strategic Planning process has continued over the past 18 months, with UFV's new Vision, Mission and Values serving as the foundation:

## Mission, Vision & Values

**Our vision**
UFV will be known as a gathering place for learners, leaders, and seekers. We will pursue diverse pathways of scholarship, leading to community connection, reconciliation, and prosperity, locally and beyond.

**Our mission**
Engaging learners, transforming lives, building community.
yoystexw ye totilthet, ayeqet kw'e shxwaylexws, thayt kw'e st'elt'elawtexw

**Our values**
**Integrity | letse o sqwelewel**
We act honestly and ethically, upholding these values and ensuring our mission is delivered consistently.

**Inclusivity | lexwsq'eq'ostexw**
We welcome everyone, showing consideration and respect for all experiences and ideas.

**Community | st'elt'elawtexw**
We cultivate strong relationships, acting as a hub where all kinds of communities — educational, scholarly, local, global, and cultural — connect and grow.

**Excellence | ey shxweli**
We pursue our highest standard in everything we do, with determination and heart.

A key aspect of this process has been the idea of truly being "integrated" — UFV feels that "when everyone who is part of our community works together, we will be much more connected and successful."

After several months of consultation with members across the entire UFV community and with the external community, UFV was able to identify three important Institutional Goals that align with our Mission statement. They are as follows:

## Institutional Goals

Situated on S'olh Temexw, the traditional lands of the Stó:lo, UFV will:

1. Provide inclusive learning environments for everyone
2. Provide opportunities for people to discover, develop, and share their gifts while also recognizing and celebrating the gifts of others
3. Collaborate and partner in pursuits that enrich the lives of all people on our campuses, in our local communities, and beyond.

All of our Institutional Goals acknowledge that we are situated on S'olh Temexw, the traditional lands of the Sto:lo.

> To **engage learners**, our goal is to provide inclusive learning environments for everyone.

> To **transform lives**, our goal is to provide opportunities for people to discover, develop, and share their gifts while also recognizing and celebrating the gifts of others.

> To **build communities,** our goal is to collaborate and partner in pursuits that enrich the lives of all people on our campuses, in our local communities, and beyond.

Once these goals were finalized, **a series of consultations** took place to develop a draft set of institutional strategic imperatives. These consultations involved members of the President's Office, members of the Provost's Senior Academic Leadership Team; members of the Vice-President Student's Leadership Team, members of the Vice-President Administration and Vice-President External's ADMIN-CO team, Department Heads and Directors, Research Centre Chairs, members of the President's Equity, Diversity and Inclusion Task Force, members of the Strategic Planning Stakeholder's Group, members of the Strategic Planning Thought Leaders group, executive members of the Student Union Society, and our Indigenous Elders.

These draft strategic imperatives identify important actions that we will take in order to help us to achieve our goals, which in turn guide our mission, and accomplish our vision while ensuring our values are at the core of how we do this together.

The next stage of our consultation process was to hear from the **broader community**. From late July through to the end of September, an online engagement was run to hear from the community as to what was resonating from the consultation work done to date by the organisation.

For each of the 3 organisational goals, a list of 10 (potential) strategic imperatives were presented to community members. These strategic imperatives were meant to represent not only our most recent set of consultations, but also were intended to represent the series of consultations that have been ongoing since the President launched UFV's Visioning exercise.

As its name would suggest, strategic imperatives meant that we need to make some choices together as a community. As exciting as each strategic imperative may be, we realize we may not be able to focus all of our institutional energy and resources on each one. For this reason, we asked community members to identify up to *four* strategic imperatives for each goal that they felt would best help us to achieve that goal. There was also an opportunity to add additional strategic imperatives that they felt were not captured in the 10 strategic imperatives listed.
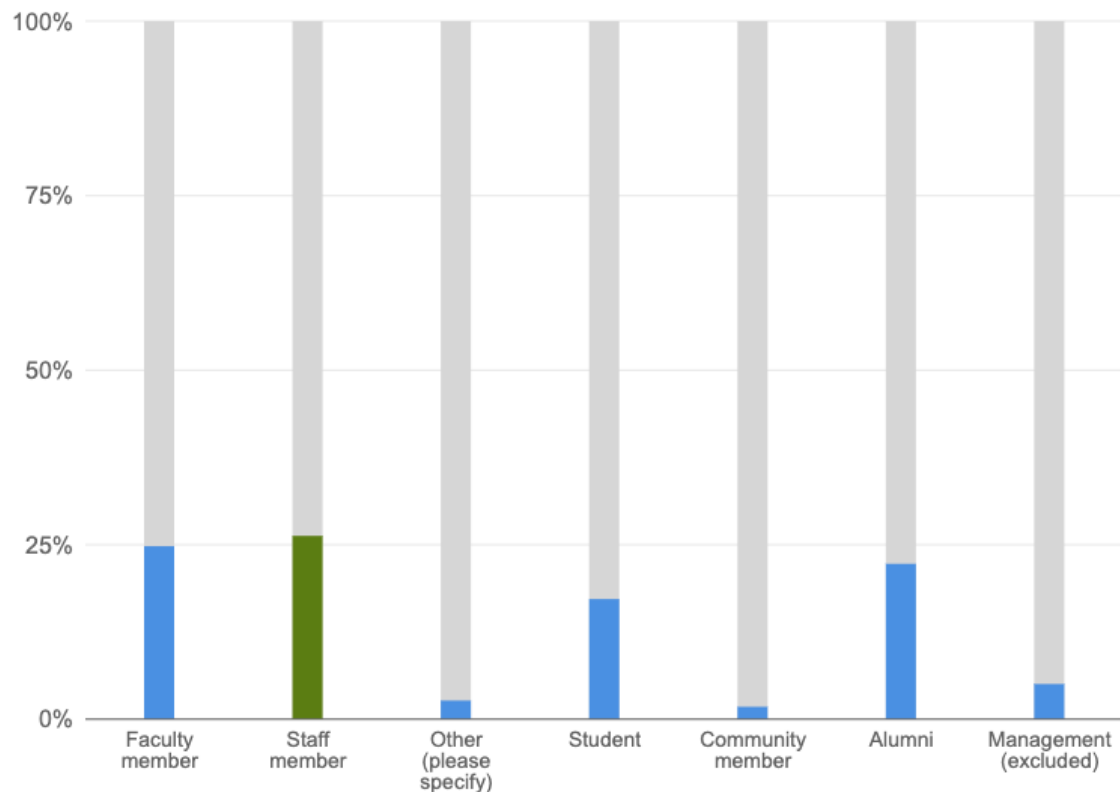
The intention was not to only end up with four strategic imperatives in the final version of the Integrated Strategic Plan or that these will be the final version of the strategic imperatives. We anticipated that as we worked our way through our iterative consultation process, the strategic imperatives would evolve and come to represent a set of priorities that we as a community are excited to collectively strive towards.

And that brings us to the following insights that were collected through this community engagement initiative. What follows is an overview of who participated in this engagement, including demographic details, and a summary of what we heard from those who engaged in the process.

# Participant Snapshot
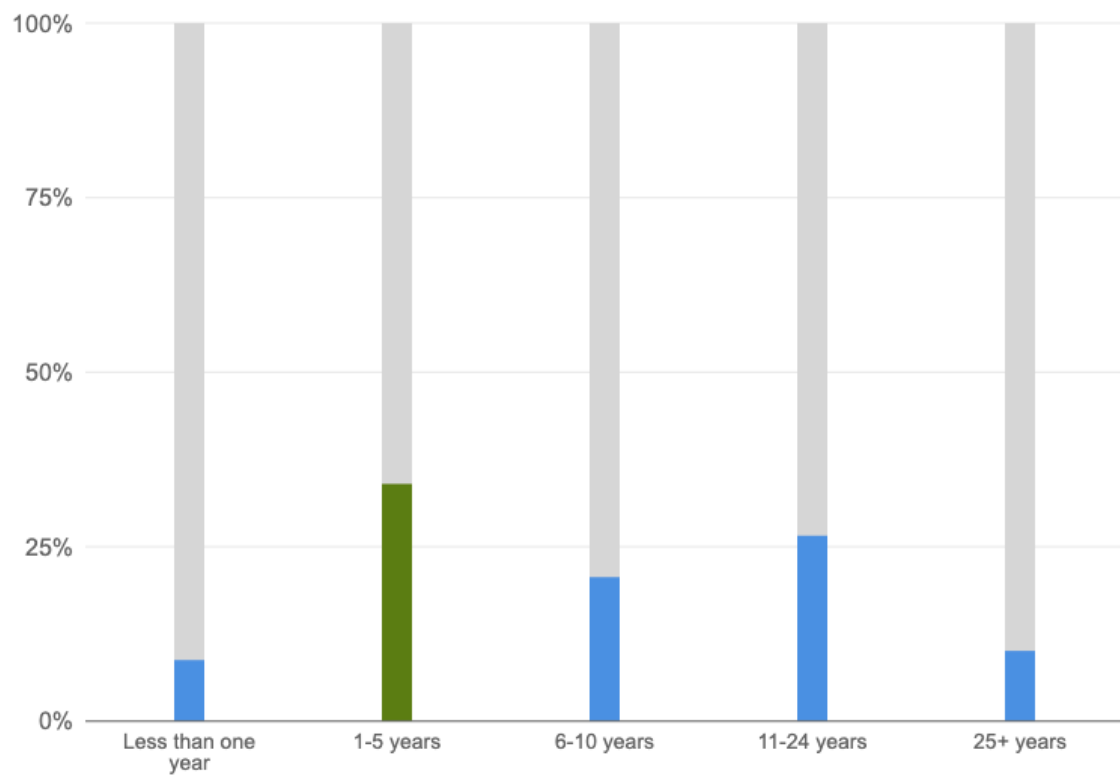
**Total participants:** 463

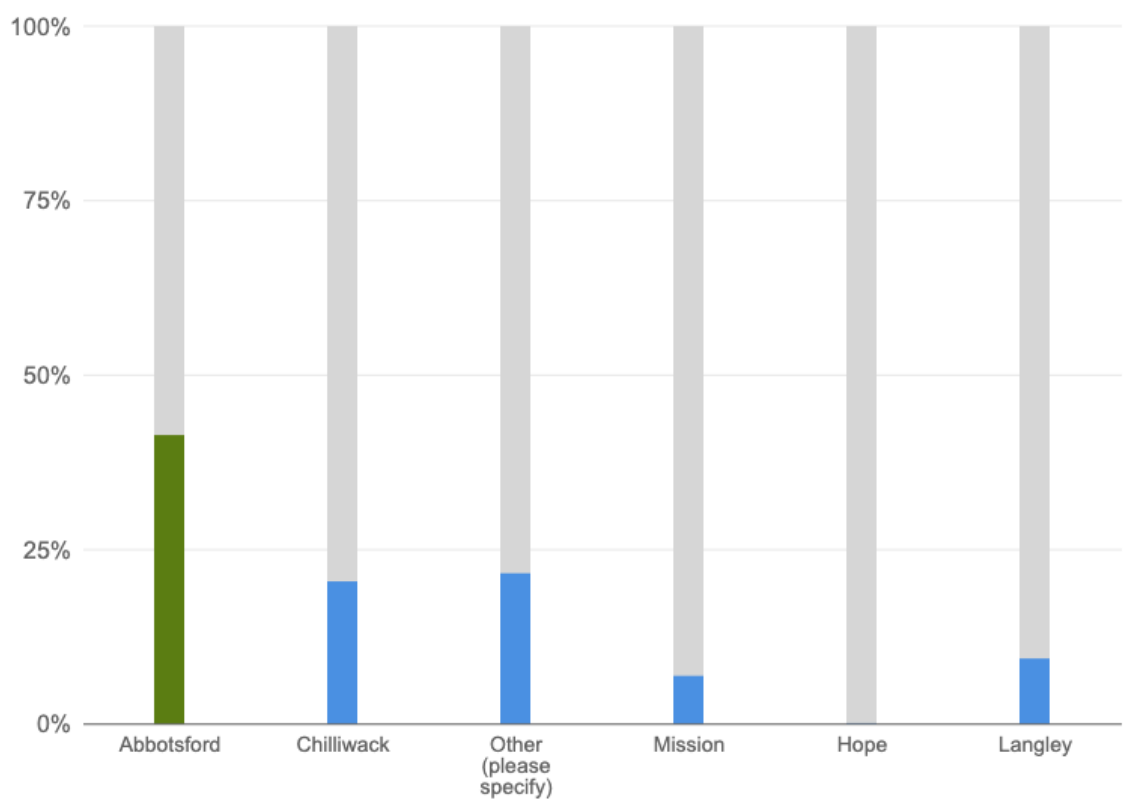## Please select the group you feel best represents your involvement with UFV:



**Other roles:**

- Administration (included)
- Artist (Member of the Mission Arts Council and the Abbotsford Arts Council)
- Sessional instructor
- Consultant
- Auxiliary
- Continuing Ed Instructor
- Retired UFV Admin
- Volleyball Coach
- UFVSUS Executive/Student
- Intending student

- Former staff member
- sessional faculty
- Candidate
- Former Staff Member
- I was a sessional Business Instructor who taught in Abbotsford, Mission, Chilliwack and Chandigarh
- Board Member
- Retired Professor Emeritus
- Indigenous

## How long have you been associated with UFV?



## What is your community of residence?

**Other responses**

- Surrey
- Vancouver
- Burnaby
- Maple Ridge
- BBY
- New Westminster
- Coquitlam
- Deroche
- White Rock
- Tri-Cities
- Chandigarh

# Strategic Imperative Rankings

Which potential strategies listed below do you believe could have the greatest impact in helping UFV achieve its goal of...

## Engaging Learners

|  | % | # |
|---|---|---|
| UFV will provide accessible, flexible and borderless opportunities to support lifelong learning anywhere and at anytime. | 13.56 | 268 |
| UFV will emphasize active and engaged forms of learning | 12.2 | 241 |
| UFV will identify and work towards removing barriers in order to support a culture of inclusion, with mechanisms to enhance deep listening, dialogue, and democratic, civil engagement | 11.94 | 236 |
| UFV will ensure barrier-free access for individuals from historically marginalized and underrepresented groups | 10.22 | 202 |
| UFV will enhance digital literacy through increased technological engagement and the use of digital tools | 9.82 | 194 |
| UFV will provide opportunities for students to participate in research and scholarly activities with faculty members | 9.87 | 195 |
| UFV will provide opportunities for community-engaged learning | 9.16 | 181 |
| UFV will provide opportunities for personalized learning which promotes agency, engagement, and excellence | 8.86 | 175 |
| UFV will foster cross-disciplinary faculty and staff engagement | 7.44 | 147 |
| UFV will integrate Indigenous knowledge at all touchpoints of learning | 6.93 | 137 |

Which potential strategies listed below do you believe could have the greatest impact in helping UFV achieve its goal of...

## Transforming Lives

|  | % | # |
|---|---|---|
| UFV will develop an engaging staff and faculty experience that supports personal and professional development | 14.38 | 268 |
| UFV will provide work-integrated learning opportunities into each of its academic programs to ensure all graduates are prepared to be successful in the workforce of today and the future | 14.11 | 258 |
| UFV will integrate equity, diversity, and inclusion into all aspects of our institutional culture | 12.68 | 232 |
| UFV will prioritize the health and well being of its community members and the environment | 12.41 | 227 |
| UFV will create physical spaces, communication patterns and other opportunities to foster meaningful collaboration and engagement between faculty and students | 10.66 | 195 |
| UFV will reimagine and amplify the student experience | 8.69 | 159 |
| UFV will transcend settler colonialism by centering Sto:lo ways of knowing and being in the University | 7.33 | 134 |
| UFV will cultivate active citizenship and inclusive communities online and face-to-face | 7.33 | 134 |

| | | |
|---|---|---|
| UFV will instill a strong sense of pride, identity and culture by being intentional with its physical and virtual presence | 6.34 | 116 |
| UFV will share and celebrate the accomplishments of our UFV community members with others | 6.07 | 111 |

Which potential strategies listed below do you believe could have the greatest impact in helping UFV achieve its goal of...

## Building Community

| | % | # |
|---|---|---|
| UFV will build programming that educates our students to act as ethical and engaged global citizens | 14.07 | 245 |
| UFV will offer programs and conduct research and scholarly activities that enrich the lives of those in the Fraser Valley | 13.84 | 241 |
| UFV will develop meaningful community partnerships through impactful engagement | 13.38 | 233 |
| UFV will improve the community's ability to access university programs | 11.77 | 205 |
| UFV will build capacity with our local communities to support social and economic development | 11.32 | 197 |
| UFV will be a source of inspiration and pride for those living in the Fraser Valley | 9.53 | 166 |
| UFV will develop physical and digital community connections | 8.56 | 149 |
| UFV will bring the world to the Fraser Valley and the Fraser Valley to the world | 6.89 | 120 |
| UFV will develop and foster a collective identity and traditions that facilitate a vibrant UFV culture on each of our campuses | 6.43 | 112 |
| UFV will develop internal communities and networks | 4.19 | 73 |

# Response Summaries

## A. Engaging Learners

1. "Is there one additional strategic imperative you feel UFV should add to achieve the goal of 'Engaging Learners' that hasn't been captured?"

**Top synthesized answers, with examples:**

- Develop healthy integration with **employers/the industry/workforce** (10)
    - *"For example, a local company might require specific training for current/future employees, or, the local community may need training or engagement in response to a local emergency or opportunity."*
- Create more **flexibility** in learning methods (7)
    - *"Accept different styles of learning. Not everyone learns in the classroom, and certainly not under pressure with others around. The learning can be done after class, when the student is studying quietly alone."*
- Train and teach for **diversity and inclusion** (7)
    - *"...so that all students can see themselves reflected in the curriculum at some point during a class."*
- Create **research** opportunities that support faculty + student collaboration (6)
    - *"Reconnect learning with the community outside academics and make it relevant"*
- Pursue excellence in **teaching** (6)
    - *"UFV will pioneer educational models beyond the traditional Lecture, providing an educational experience far superior to what can be had without an institution"*
- **Support** learners (6)
    - *"Reach out a hand, beckon individuals to explore...support needs to be part of the package."*
- Pursue **community engagement** (5)
    - *"UFV needs to become integrated into the communities of the fraser valley - moving from a physical presence to become a part of the cultural fabric of our communities"*
- Increase **access to learning** (5)
    - *"Learners are excluded from the start if they don't have access to the technology to undertake their studies or even find out about the opportunities that are available."*
- Pour into global **citizenship** (4)
    - *"Global perspective and impact"*
- Develop **experiential** learning opportunities (4)
    - *"Have students develop major projects with real world applications"*
- Improve the **on-campus experience** and community (4)

- ○ *"A free-space/area, within the campus, where students are not compelled to buy something, follow schedules and being parented, a free-space where they discuss freely, creating their own critical gaze."*
- Pursue better **cross-disciplinary** teaching & learning (3)
  - ○ *"UFV will invest in infrastructure to support collaboration, cross-disciplinary delivery and integrated learning."*
- Support and engage **faculty** (3)
  - ○ *"You must first engage all faculty to engage students."*

## 2. "Reflecting on the exercise of choosing strategic imperatives, did you have to make any difficult trade-offs to meet the limit of 4? Is there anything you want UFV to pay particular attention to as it makes these kind of choices?"

**Top synthesized answers, with examples:**

- It was **challenging to choose**. (24)
  - ○ *"I felt all the strategic imperatives were almost equally important, and thus found it very difficult to choose only four!"*
- It will be important to focus on **inclusion** for the marginalized, minorities and other cultures. (23)
  - ○ *"I believe it is very important to ensure barrier free access to education"*
- Building **community** connections (through learning and partnership) (14)
  - ○ *"Community engaged learning is very important. I did not check that off because I hope it is included in "Indigenous knowledge" and also supporting students to participate in research and scholarly activities. "*
- **Basics** in digital and technology literacy (10)
  - ○ "UFV should pay more attention on international students whose first semester is online as they are new  and not familiar with online learning."
- **Indigenous** inclusion and representation will take intentional focus (8)
  - ○ *"Incorporating Indigenous knowledge in teaching shouldn't be an option, it should be a standard that I hope would already be implemented."*
- Let's make these **specific** (8)
  - ○ *"Pay attention to specificity. It's easy to promise engagement in the broad sense…"*
- **Personalized** learning (5)
  - ○ *"Inclusion for students for all methods of learning"*
-  **Teaching and learning** excellence (5)
  - ○ *"Honestly, I do not know how anyone will be good at engaging learners with excitement without a more hands on and new approach from traditional learning."*
- Focus on the **students** (5)
  - ○ *"I encourage UFV decision makers to keep the student at the forefront of decision making."*
- **Small** class size (4)

- ○ *"Keeping class sizes small is key to  engagement in the classroom"*
- **Innovations** in online/digital learning (4)
  - ○ *"UFV's competitor in the future…will be the internet."*
- **Cross-disciplinary** matters (3)
  - ○ *"As a fine arts student, cross-discipline is becoming more and more important.  There are barriers at UFV which prevent streamlined cross-discipline."*
- Support **academic** staff (3)
  - ○ *"Without due consideration for the faculty and staff who deliver these items, it would be difficult to realize the goal of "engaging learners" if the faculty and staff are not engaged themselves."*

## B. Transforming Lives

1. "Is there one additional strategic imperative you feel UFV should add to achieve the goal of 'Transforming Lives' that hasn't been captured?"

1.  Invest in critical thinking and classical **education** (7)
    - *"Provide broad educational experiences, in the classical sense of education."*
2.  Transcend settler **colonialism** (6)
    - *"UFV will transcend settlers colonialism by centering sto:lo ways of knowing and being."*
3.  Support **diversity & inclusion** (6)
    - *"I believe the key is about inclusivity, people using their voice, and crucial dialogues that make transformative ripples."*
4.  Develop global citizenship and holistic character development (6)
    - *"UFV will foster student and community transformation for the common good"*
5.  Support **students** meaningfully (5)
    - *"Providing medical services on campus with basic health care and free menstrual and contraceptive products"*
6.  **Innovate** in course delivery (4)
    - *"Prioritize opportunities for students to learn how to work as team members and collaborative leaders"*
7.  Ensure **staff and faculty** are resourced (4)
    - *""Supporting personal and professional development" for staff and faculty is not the same as ensuring they have the resources to do their jobs."*
8.  Invest in physical/campus space (3)
    - *"Making sure that students have a real place fully open that they are able to hang out in."*
9.  Cultivate a community **culture** (3)
    - *"I think it is important to create a better atmosphere at the University. ...How can we fully help the students with their learning experience until we have a postive outlook ourselves on the university."*
10. Focus on **real world** application over academics (3)
    - "Seek real world experiences for students and faculty."
11. Focus on social and environmental **justice** (2)
    - "Addressing the climate crisis is imperative"

2. "Reflecting on the exercise of choosing strategic imperatives, did you have to make any difficult trade-offs to meet the limit of 4? Is there anything you want UFV to pay particular attention to as it makes these kind of choices?"

1. It was **challenging** to choose (11)
   - *"I believe that all the imperatives in this section are important, but UFV already embodies some more than others...I would prefer if there could be greater focus on imperatives that may not be as well-developed (such as the ones I chose)."*
2. Grow people-centric campus culture (11)
   - *"Research shows that the factor most responsible for shaping a person's reality is the four or five people they interact with most frequently. So I would say developing and supporting people, whether they're students or faculty or janitors, is much more important..."*
3. More can be done to strengthen **equity, diversity, and inclusion** (8)
   - *"I want UFV to pay particular attention to students with disabilities, mental and/or physical, to make sure they are receiving the care they need to be successful and to discover their gifts along with everyone else."*
4. Integrate with **employers/industry/workforce** (8)
   - *"Providing students with the opportunity to engage in work experience to prepare them for success post graduation."*
5. **Collaboration** across staff, faculty, students, community (5)
   - *"Focus on bridging the gap not only between faculty and students, but also the gap between staff and other departments."*
6. Invest in a sense of UFV community, ownership, **pride and identity** (5)
   - *"What is it about UFV that makes it distinctly different from any other university?"*
7. **Indigenization** can be better integrated (4)
   - *"Indigenizing seems to be a separate category and may be left out of choices. It could be integrated into some of the other choices."*
8. Invest in **professional development** opportunities (4)
   - *"Creating professional development for Faculty and staff is essential for change. Good, positive, change."*
9. Diversity and inclusion needs **careful language and thinking** (3)
   - *"I object to language that further entrenches divisions between communities and demographic groups."*

## C. Building Community

### 1. "Is there one additional strategic imperative you feel UFV should add to achieve the goal of 'Building Community' that hasn't been captured?"

1. Invest in the **local community** (7)
   - *"Ensuring that University district is a dedicated are and vibrant student living and learning centre. Be involved in the planning and development of expansion and re-imagination of the area."*
2. Invest in **equity, diversity and inclusion** (5)
   - "Working to include the voices of marginalized groups in planning and to provide opportunities."
3. Re-imagine and invest in **physical spaces** (4)
   - *"As covid has changed all manner of communication and interactions, this can be an opportunity to imagine a new UFV. How can UFV be set apart from other Universities? Could this new focus on "living in community" be one part of the re-think?"*
4. Foster and strengthen **internal community** (4)
   - *" 'Each of our campuses' – Don't forget about Mission, we're always forgotten about."*
5. Develop global community connections (4)
   - *"Ensuring students are able to make connections in the Fraser valley and world wide"*
6. Create space for dialogue (3)
   - *"Stimulate, supporting , and promoting dialogue, understanding and exchanges among the different ethnic, cultural, and religious groups of the Fraser Valley"*
7. Increase support for faculty (3)
   - *"Acknowledge the faculty workloads, semester timelines, and decide are we a University or College(High School)"*

### 2. "Reflecting on the exercise of choosing strategic imperatives, did you have to make any difficult trade-offs to meet the limit of 4? Is there anything you want UFV to pay particular attention to as it makes these kind of choices?"

1. It was **not challenging**. (35)
   - *"All valid and valuable points."*
2. Seek **creative, vibrant and lively** solutions for community and culture (6)
   - *"In terms of facilitating a vibrant cultural on campus, I would like to see more cultural events (when the pandemic allows) such as music concerts, traditional festivals"*
3. Focus on the **Fraser Valley Community** (4)

  ○ *"Offer programs and conduct research activities that will enrich the lives of those living in the Fraser Valley. I love it when I hear about collaborations and activities between UFV and the community."*

4. Invest in the **quality**, and prestige will rise (5)

  ○ *"Give UFV traditions and initiatives that are unique to the university and can be 'known for'"*

5. Think **globally**, beyond the Fraser Valley (4)

  ○ *"...UFV and its future extends well beyond the Fraser Valley. Let's not become too parochial."*

6. Yes, it was **challenging** (3)

  ○ *"Yes, this was difficult, but I focused on our students and communities"*

7. Improve **access** to education (3)

  ○ *"Improving the community's ability to access university programs or even attend university events is an excellent way to build community and provide a positive experience for those living in our community."*

## D. Additional Feedback (Final Question)

"Do you have any additional feedback or comments that you would like to provide to UFV?"

1. **No feedback** (25)
   - *"No, thank you for this all important job."*
2. Positive **encouragement** (19)
   - *"I think you are doing amazing work and are bridging many gaps that there have previously been. I appreciate the time and energy that has gone into all this work."*
3. Let's get clear, specific, **actionable**, real (5)
   - *"No matter what points are chosen,  please do not leave them as empty promises."*
4. Inclusion & diversity will take systemic **commitment (9)**
   - *"Committing to inclusivity, transformation, and change will be hard, expensive and time consuming."*
5. Really **engage communities** (5)
   - *"I truly hope that UFV is sincere in its desire to engage students, work with the communities the inside the Fraser Valley"*
6. Online, co-op, accessible, **flexible** options will matter (4)
   - *"I am a healthcare worker and would love to take courses online or on campus as continued professional development."*
7. Our strength is in being **local, small**, teaching-oriented (5)
   - *"I hope UFV sees the value of remaining a community-focused institution in the Fraser Valley. That is our competitive advantage already and a great strength if fully embraced."*
8. **More academic freedom**, jobs training (7)
   - *"Freedom of inquiry and freedom of scientific discussion must be protected for all members in an academic community."*
9. It needs to be about **excellence in teaching** (and investing in faculty) (6)
   - *"In this entire document I find very little value placed on what's fundamental: the university as a place of reason, knowledge and inquiry."*
10. The campus needs **community** (4)
    - *"We need to get rid of the assumption that UFV is a "commuter campus".  Building community is hard when everyone just wants to leave as soon as they're done class/work."*
11. The **campus** needs improvements (3)
    - *"We need to invest in the campus so that it is beautiful place where people are drawn to learn"*
12. (Keep) be(ing) a great **workplace**! (4)
    - *"I believe truly impactful organizations are built from the inside out."*