

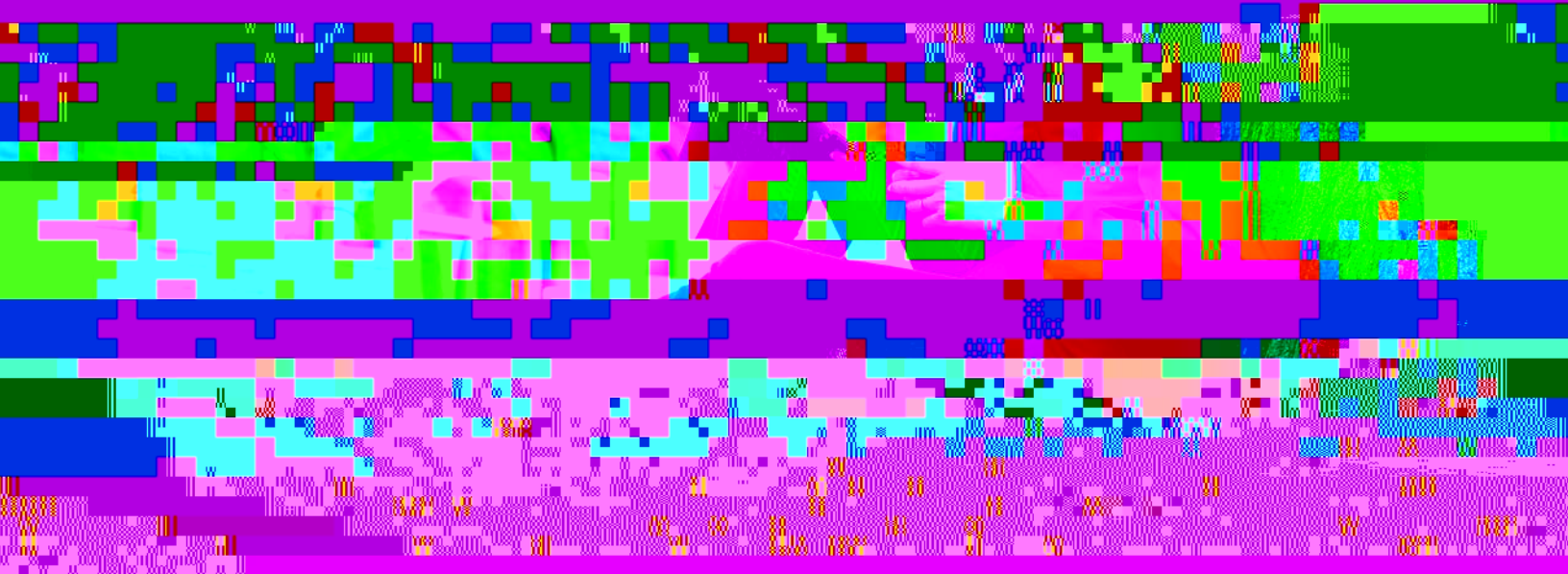


# Warwick Business School

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## INTRODUCTION

The University of Winnipeg has experienced a decade of growth, development, and innovation. In August, 2014, Dr. Annette Trimbee began her term as the President and Vice-Chancellor of The University of Winnipeg. This is an appropriate time to pause and reflect on our current state, the environment within which we operate, and engage in conversation and decision making about the direction and priorities of our University community.

Several questions have been posed by the Board of Regents to guide this process. This document contains those questions along with some background information. While not exhaustive, the information provided is intended to serve as a starting point for discussion.

The goal of this process is to provide a clearly articulated framework that can be used to guide and prioritize strategic decisions at UWinnipeg. The development of this framework will include attention to our current and anticipated resources, as well as information related to targets, measures of success, and timelines to achieve our goals.

### What We Did

Over the past few years, there have been several campus and community consultations related to strategic planning, such as the Academic Renewal process in 2008-09 and the Strategic Review process in 2011-12. Opportunities for consultations have also occurred through initiatives such as the development of the RecPlex Community Charter and the research conducted by the team from Boyden (Global Executive Search Firm) for UWinnipeg's recent Presidential search.

The views, opinions, and recommendations that resulted from previous consultations are of value, and worthy of consideration in the current discussions. Common themes are noted below:

- Develop institutional priorities for UWinnipeg and use those priorities to guide decision making in an open and transparent manner.

- Recognize concern regarding the financial position of UWinnipeg and allow for continued productive, civil conversations about challenging budget constraints.

- Develop clearly defined measures of success, and ensure that members of the University community understand what metrics are being used to make decisions.

- Recognize UWinnipeg is home to many highly accomplished and motivated faculty members. Recognition and support for the academic core of the institution (both teaching and research) should be maintained and strengthened.

- Maintain the values that our institution is known for (e.g., small class sizes, faculty-student interaction, opportunities for undergraduate students to engage in research) while growing in areas that will accentuate our reputation (e.g., graduate programming, faculty research).

- Acknowledge increased accessibility for and increased enrolment of traditionally underrepresented students is important, however, also acknowledge that supports for this demographic of students are equally important to ensure student success.

- Provide support and services to all students during their time at UWinnipeg.



## Pedagogy

The Board of Regents is stewarding this process and has been working on the content and details since September 2014. Workshops to discuss the questions proposed in this document will be held on campus in March and April 2015. There will also be the opportunity to provide written feedback. Following this, a report on what was heard will be produced in June 2015 and distributed to the UWinnipeg community and workshop participants for feedback. A report on the Strategic Directions for UWinnipeg will be produced in September 2015 for final approval.

It is important to highlight that this process focuses on institutional strategic direction setting. There are other planning processes that are occurring on campus at the same time, such as the annual budget process and the work of Senate. Any decisions regarding the scope and timeline of initiatives related to our articulated stra



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# HISTORY OF STRATEGIC PLANNING AND STRATEGIC DECISIONS AT UW WINNIPEG

History of Strategic Planning at UW

at UW

## A. UW Mission Statements

- a. Developed as part of the President's Taskforce on the Future of the University (Final Report distributed in September, 1991)
- b. Approved by Senate on January 15, 1992
- c. Approved by the Board of Regents on January 27, 1992
- d. First published in the 1994-95 Academic Calendar
- e. Reviewed in 2003; members of the University reaffirmed their belief in the value of the Mission Statement as it stands.

## B. Strategic Planning Documents

- a. President's Task Force on Student Accessibility (1990)
- b. The President's Taskforce on the Future of the University Final Report (1991) distributed and used as a guiding document with regards to the University's activities and goals.
- c. Ad Hoc Committee on the Status of Women Employees (November 1991)
- d. Doing Things Differently at The University of Winnipeg (January 1995; Response to the Roblin Report)
- e. Curriculum Review Committee Final Report (1996)
- f. Strategic Plan for Arts and Science (May 1997)
- g. Report of the Advisory Review Committee on the University Library (November 1998)
- h. Report of the Task Force on Recruitment and Retention (February 1998)
- i. Strategic Plan approved by the Board in 2004, intended to cover a period of 5 years. The plan is provided to incoming President Axworthy.
- j. An update to the Academic Plan is approved by Senate in 2009. The plan

- g. in The Prece on StudenGradu.5(on JanS A)iet.1(in)TJ-1.6393 -1.1858 TD.0007 Tw2 Tw(d
- h.

## History of Recent Major Strategic Decisions at UWinnipeg

### A. Increased Accessibility and Support for Traditionally Underrepresented Students

- a. ~~Winnipeg~~
- b. ~~Winnipeg~~
- c. ~~Winnipeg~~
- d. ~~Winnipeg~~
- e. ~~Winnipeg~~
- f. ~~Winnipeg~~
- g. ~~Winnipeg~~
- h. ~~Winnipeg~~
- i. ~~Winnipeg~~
- j. ~~Winnipeg~~
- k. ~~Winnipeg~~
- l. ~~Winnipeg~~

### B. Graduate Program Development

- a. ~~Winnipeg~~

### C. Undergraduate Program Development

- a. ~~Winnipeg~~
- b. ~~Winnipeg~~
- c. ~~Winnipeg~~

### D. Campus Development

- \$ ~~Winnipeg~~
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## THE UNIVERSITY OF WINNIPEG: PRINCIPLES AND VALUES

Mission Statement (2014-15 Appendix)

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“The University of Winnipeg is committed to excellence in post-secondary education through undergraduate and selected graduate programs, rooted in the liberal arts and culminating in degrees such as those in Arts, Science, Education, and Theology. In pursuit of our mission, we are guided by the knowledge that our primary responsibility is to our students, to whom we strive to offer a community which appreciates, fosters, and promotes values of human dignity, equality, nondiscrimination and appreciation of diversity. We view both accessibility and excellence as important goals, and will endeavour to make the University as accessible as we can while maintaining high standards of quality in our academic programs. In the practice of scholarly enquiry through both teaching and research, we provide students with breadth and depth of knowledge, the skills to communicate effectively and to make informed decisions, an understanding of the ethical problems facing our society, and an appreciation of the full range of human, aesthetic, and environmental values. The University of Winnipeg values academic freedom, self-governance and community service.”

Goals (2014-15 Appendix)

“The following abilities are central to a sound undergraduate liberal arts and science education: the ability to express oneself clearly and to read and listen critically; the ability to think logically and analyze quantitatively and qualitatively; attention: the ability to exp







academic enterprise, and will endeavour to provide a healthy work environment, improved career opportunities, and job satisfaction.

The University of Winnipeg strives to pay particular attention to ways in which institutional resources – human, cultural, athletic, and recreational – can improve the quality of life in the broader community. This includes cooperation with business, industry, government, and community groups, and actions which ensure that the public is well-informed about the University and has ample opportunities to communicate with it.

The University of Winnipeg recognizes that our most valuable community resource is our alumni. We are committed to maintaining our ties with our graduates through open communication, through increased involvement of our alumni in the activities of the University and the Alumni Association, and by providing opportunities for further education.”

## UWinnipeg Board of Regents

A policy is a course or principle of action. It is used to guide decision making, actions, and activities that take place within the boundaries set by them. Policies are often developed based on the framework of a strategic plan or strategic priorities. The UWinnipeg Board of Regents approved several new strategic policies in the last decade, some of which are summarized below.

### Community Learning Policy (see Appendix A)

**Pp** To provide an institutional framework for the management and support of community learning activities, with a view to increase access to and participation in post-secondary education for those who are traditionally underrepresented in the University population, with a focus on Indigenous people and new Canadians. (April, 2011)

### Sustainability Policy (see Appendix B)

**Pp** The University of Winnipeg will maintain a sustainability management system to ensure that University operations, activities, programs and facilities are sustainable.

**Dbb** Sustainability means the capacity of a thing, action, activity or process to be maintained indefinitely and meeting the needs of the present without compromising the ability of future generations to meet their own needs. (June, 2007)

### Respectful Working and Learning Environment Policy (see Appendix C)

**Pp** The purpose of the Respectful Work and Learning Environment Policy is to support a climate of mutual respect in the workplace and learning environment so that members of the University community are free from harassment and discrimination. (June, 2013)

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