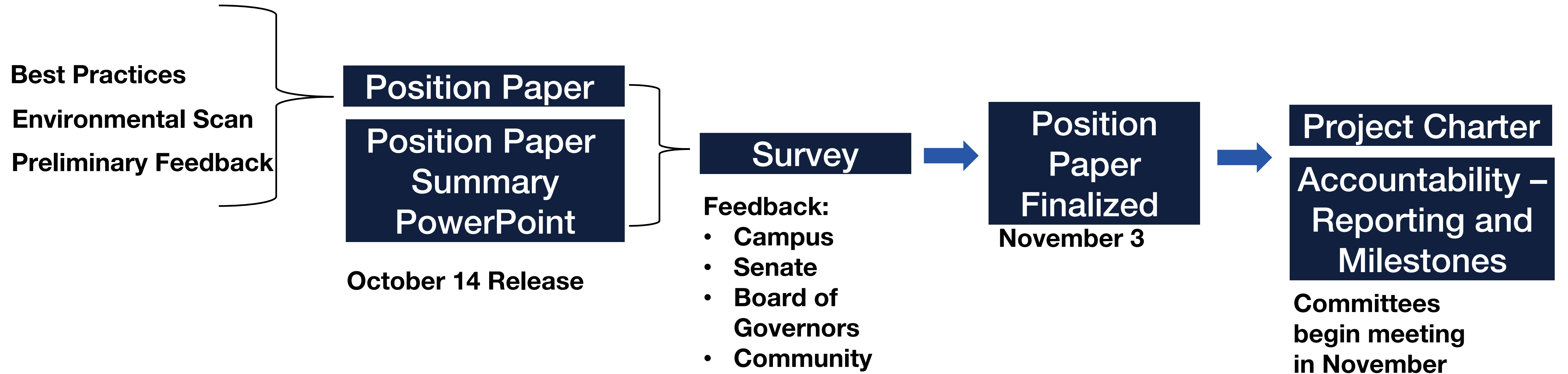


Position Paper: Proposing a Strategic Planning Process for the University of Windsor

Strategic Planning Position Paper

- Rationale
- Values/Context/Aspiration feedback received to date from SLF, Senate and Board
- Guiding Principles
- Cascading Strategies
- Committee Structure
- Timeline
 - Setting the Stage
 - Engagement, Consultation, and Data Collection
 - Data analysis
 - Document development and review
 - Implementation and Monitoring
- Communications Strategy

Consultation: Strategic Planning Process



Preliminary Guiding Principles

Based on feedback gained so far, we've generated these draft principles to guide the planning process:

- Be inspirational, focus on excellence, impact, and growth
- Be inclusive, engage the campus and community
- Ensure lived experiences and goals of diverse communities are key to planning
- Provide opportunities to listen, learn and share
- Be transparent and accountable
- Provide opportunities for input
- Encourage collective learning
- Build stronger community engagement through this process
- Be practical and recognize that in some cases a phased approach may be necessary

Steering Committee

- President (Chair)
- GSS, UWSA, OPUS president or delegate
- Staff Union Reps. (2)
- WUFA Rep.
- Faculty Senate Rep.
- Provost Council Rep.
- Deans' Council Rep.
- Board Chair
- Board member
- VP, EDI
- VP, HR
- Provost
- Representative from an Indigenous community
- Alumni/Community Representative

Project Committee

- Associate Vice-President, Academic (Chair)
- Associate Vice-President, Finance
- Chief of Staff, Office of the President
- Executive Director, Institutional Analysis
- Strategic Planning Officer, Initiatives Against ABR
- Executive Director, Public Affairs and Communications
- Executive Director, Research and Innovation
- Faculty at Large (2)

Teams

- **Chair, Communications Team**
- **Chair, Campus and Community Engagement Team**
- **Chair, Data Analysis Team**

Staff

- Project Manager
- Project Admin
- Project Comms

**Deans' Council, Senate and the Board of Governors will be regularly consulted during this process.
The University Secretary will coordinate consultation with Senate and the Board of Governors**

Phase 1: Engagement Strategy

(Oct '21 – Dec'21)

- The engagement strategy is multifaceted and broad in scope.
- Will be utilizing a centralized online consultation framework.
- Targeted consultations with key groups will occur outside of the online space. Potential for additional in person engagement – COVID status pending.
- Will leverage other parallel strategies that are ongoing: Sustainability Strategy, EDI Review, Engagement Survey, ABR Taskforce Recommendations, etc.

Phase 2: Consultation Processes

(Jan '22 – Apr '22)

Overseen by the Community Engagement & Consultation Team reporting to the Project Team. The consultation process will advance in 4 stages:

1. Validation of Values and Process (Oct-Nov)
2. Soft/Targeted Consultation Launch and Education (Nov-Dec)
3. Formal Consultation Launch and Engagement (Jan-Apr)
4. Consultation on preliminary strategy document and draft document review

Phase 3: Data Analysis

(Feb '22 – May '22)

- A Data Analysis Working Team (staff and faculty) with qualitative and quantitative analysis expertise will lead this assessment.
- Ongoing assessment of findings will occur as consultations and data collection move forward to allow for a continuous improvement and refining of our consultation and engagement strategies.
- Data collected through the consultations will be shared for feedback from key groups and possibly trigger additional consultation.

Phase 4: Develop & Review Preliminary Findings

(May '22-July '22)

- In Spring/22, preliminary findings will be compiled and shared back to campus, key stakeholders and community for validation.
- Preliminary findings will be reviewed by the Steering Committee to determine the feasibility of key findings in the context of the Strategic Plan timeframe (5-yrs) and University resources.
- Following review of preliminary findings, key performance indicators (KPI) will be identified that can be used for transparent reporting and ongoing accountability tracking through the plan's implementation.

Phase 5: Draft and Review

(Summer '22)

- In the Spring/Summer of 2022 a preliminary draft of the Strategic Plan will be developed. This will align the consultation findings, feasibility assessments and the KPIs into a single document.
- This draft will be shared with key stakeholders and campus community for feedback and validation.

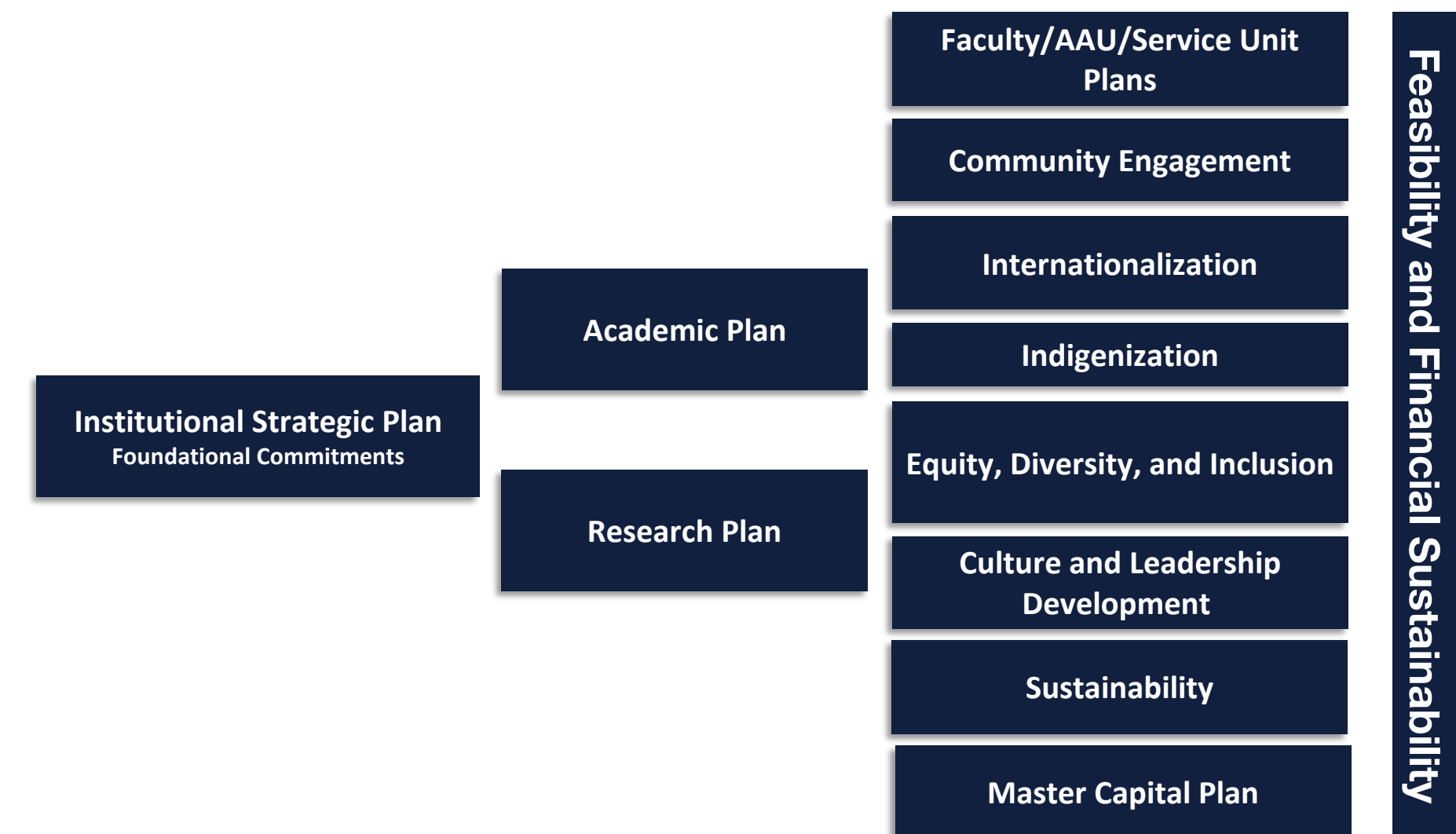
Phase 6: Approval Process

(Fall '22)

- In Summer '22 finalized draft will be provided to key campus stakeholder groups for feedback.
- Final Strategic Plan will be presented to Senate and the Board in Oct/22 for approval.

Implementation and Accountability

- The operationalization of the Strategic Plan will begin with the development of the academic and research plans as part of the cascading strategies.
- Tracking of KPI will begin. Future annual reports and web-based reporting will provide an ongoing tracking of these indicators.



Opportunities for Engagement

- Discussion today
- Campus/community Position Paper validation beginning next week – Oct 14
- Online site launch by Oct 14
- Nomination of Senate, Deans' Council, Provost's Council representatives to Steering Committee
- Future Senate meetings and multiple consultation opportunities