



University
of Manitoba

MOMENTUM:

LEADING CHANGE TOGETHER

University of Manitoba Draft Strategic Plan, 2024-2029

November 24, 2023

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Traditional territories acknowledgment

The University of Manitoba campuses are located on original lands of Anishinaabeg, Cree, Ojibwe-Cree, Dakota and Dene peoples, and on the National Homeland of the Red River Métis.

We respect the Treaties that were made on these territories, we acknowledge the harms and mistakes of the past, and we dedicate ourselves to move forward in partnership with Indigenous communities in a spirit of Reconciliation and collaboration.

How we got here

Over the past year we have asked ourselves, how can we best come together? How can we inspire each other? How can we build upon the strengths of the University of Manitoba community to gain momentum and move forward our big ideas to solve the pressing issues of today and tomorrow? How can we lead change respectfully?

Phases one and two of the strategic planning process included extensive community consultations of more than 2,300 touch points with faculty, staff, students, alumni, and external partners at in-person and virtual consultation sessions and via an online survey. Through this process, our community expressed that our greatest strength was our people and asked that they be given opportunities to make meaningful contributions, from day-to-day activities, to advancing solutions with positive impact on those around us. We articulated our collective institutional identity and shared aspirations. We worked together to identify what is most important to our community and focused our attention on the issues and spaces in which we want to invest and effect real change.

Our guiding principles began to emerge, and we identified five broad themes in the *Where We Are Today* report, released in May 2023. These themes were refined through feedback from over 110 community members in June and July to ensure that the shared vision accurately reflected the community's aspirations for the coming years and our ability to meet the challenges facing higher education, the province, and our world. What we heard over the course of the consultations was an overwhelming desire to make impactful change and to be responsive to the needs of an increasingly diverse student body and the communities with whom we engage. We also heard how important it is to invest in our faculty, staff, and students, so that together we could lead this change.

With your input and guidance, the Strategic Planning Committee has developed a draft strategic plan that articulates what meaningful change will look like at UM and provides us with the direction needed to achieve our collective goals. The draft plan presented on the following pages defines our shared aspirations to be leaders in this change and recognizes the strong foundations we have built that have helped us get to where we are today.

Accompanying the draft plan are updated mission and vision statements and core values for the University of Manitoba. These have been informed by what we heard during the community consultations and have guided the Committee in its work developing our next strategic plan.

We invite the community to review this draft plan and let us know your thoughts and feedback on whether the tone and direction of the plan resonates and moves forward our shared aspirations.

What guides us

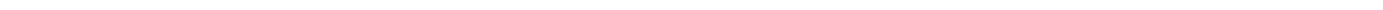
Vision

The University of Manitoba will be a thriving community, strengthened by Indigenous knowledges and perspectives, leading change that makes meaningful impact in our province and wider world.

Mission

Together, we create, share, preserve and apply knowledge in partnership with the diverse communities that contribute to and strengthen the University of Manitoba, for the cultural, social, and economic well-being of the people and communities of Manitoba, Canada, and the world.

As a university located on the original lands of Anishinaabeg, Cree, Ojibwe-Cree, Dakota and Dene peoples, and on the National Homeland of the Red River Métis, we work in collaboration with Indigenous communities to their benefit and in the spirit of Reconciliation, supporting success, and upholding Treaty rights.



Core values

Belonging

We foster trust, acceptance, and mutual respect, rooted in human rights and dignity of all. We are a community that strives to create the conditions for all in our university community to be their authentic selves. We change systems and structures that exclude. We empower success through our dedication to decolonization, Indigenization, and to a campus community that centers equity, accessibility, diversity, inclusion, and, ultimately, belonging.

Curiosity

We value the pursuit of knowledge and uphold academic freedom. We celebrate curiosity and its essential role in learning, research, scholarly work, and creative activity. Our teaching, research, and engagement empowers the creation and dissemination of knowledge in all its forms, including Indigenous knowledges and ways of knowing, as a powerful tool for fostering deeper understanding, creating new connections, and addressing society's most pressing issues.

Impact

We find solutions to important societal, cultural, economic, and environmental issues. We create global citizens through collaboration, inclusivity, empathy, and valuing diverse ways of knowing. We center community relations as we participate in the process of decolonization, and contribute to positive and meaningful change in Manitoba, Canada, and the world.

Integrity

We take tangible actions to keep each other accountable to maintain high ethical standards and ethical stewardship. We have a shared commitment to Reconciliation, human dignity, open dialogue, transparency, and collegial governance.

Well-Being

We advance the personal and professional growth and academic success of our community members. Grounded in an ethos of respect and compassion for each other and our community, we cultivate a supportive environment that embraces the values of mino-pimatisiwin (good life) and mino-ayawin (good health), placing high value on physical, mental, social, emotional, and environmental well-being.

Where we are going

The University of Manitoba, strengthened by Indigenous knowledges and perspectives, is committed to respectfully leading change that makes meaningful impact in our community, province, and wider world.

To guide us as we move forward together, we are informed both by our core mission and by fundamental commitments to fostering a vibrant community, advancing Reconciliation for meaningful change, and building a sustainable future.

FOSTERING A VIBRANT COMMUNITY

We cultivate a community rooted in equity that fosters diversity, human dignity, inclusivity, respect, well-being, and care, while acknowledging and addressing concerns and challenges with underlying structures. We commit to narrowing systemic inequities, removing barriers, and creating the conditions for all to thrive. By upholding the foundational tenet of academic freedom, we foster a vibrant and dynamic intellectual environment that strengthens our community through the free exchange of ideas and pursuit of knowledge.

ADVANCING RECONCILIATION FOR TRANSFORMATIVE CHANGE

We walk together to advance Reconciliation. The University of Manitoba acknowledges and atones for both past and ongoing harms. We take action to change behaviour and move forward to establish and maintain mutually respectful relationships between Indigenous and non-Indigenous Peoples. By addressing root causes of inequities, we work towards social change and a more just and equitable future.

BUILDING A SUSTAINABLE FUTURE

We meet the needs of today without compromising those of future generations. We pursue societal, cultural, economic, and environmental sustainability and address the impacts of climate change through our actions and operations—through ethical decision-making, continuous improvement, and the integration of sustainable practices into everything we do.

Grounded in these fundamental commitments, the 2024-2029 strategic plan is built on three interconnected strategic themes and their accompanying goals: creating knowledge that matters, empowering learners, and reimagining engagement.

CREATING KNOWLEDGE THAT MATTERS

We recognize diverse ways of knowing and acknowledge the value of work across academic disciplines. We celebrate the ideas that emerge, not in isolation, but through connecting as a community. We will advance research, scholarship, and creative pursuits that make an impact on the world around us.

EMPOWERING LEARNERS

We recognize the essential role our institution serves in providing learners with the tools they need to succeed in a changing landscape. We will be more innovative in the delivery of our academic programs and supports, and in our commitment to accessible education, meeting the evolving needs of learners and of an increasingly diverse student body.

REIMAGINING ENGAGEMENT

We succeed as a community by reimagining how we engage—with one another, with our external partners, and with the environment that surrounds us. We will identify and address inequities that exist in our current relationships, systems, and structures to create the conditions required for all to thrive, today and in the future.

These strategic themes centre our collective intentions and provide us with the framework through which we gain momentum and move forward together as an institution.



Creating knowledge that matters

Knowledge, in all its multi-faceted forms, can transform culture, advance understanding, and create positive societal and environmental impact. As the province's largest and most research-intensive university, we lead in responding to emerging issues across diverse disciplines and areas of expertise. We positively impact our communities while amplifying Manitoba's voice on the world stage.

Our commitment to creating knowledge that matters drives ground-breaking research and creative activities. We are ignited by a curiosity to identify, and solve important, complex problems, and promote evidence-based decision making. Strengthened by Indigenous knowledges and research, we bring together different ways of knowing and recognize that knowledge exchange is about building reciprocal relationships. Together, we are positioned to lead change in areas such as social justice, climate action, and the health and well-being of diverse communities. Our leadership extends to scholarly and creative pursuits that advance our understanding of each other and the world around us.

It is important to celebrate and value work across academic disciplines and recognize that knowledge comes in many iterations and forms. To succeed, we need to provide the opportunities and spaces to connect, collaborate, share, and promote meaningful knowledge creation and exchange, in partnership with communities, industry, organizations, and other groups. By building respectful and reciprocal relationships with Indigenous communities, we create opportunities for capacity-building, support self-determination, and advance decolonization.

In leading change, UM will demonstrate advancements in exceptional research, scholarship, and creative activities to create knowledge that matters and that positively impacts the communities with whom we engage. UM will be increasingly sought out for our expertise and recognized for our contributions.

To gain momentum in creating knowledge that matters, UM will:

Inspire knowledge creation by supporting and promoting an environment of excellence.

Through this work, we will:

- Expand initiatives that provide faculty members and staff with opportunities to succeed in their research, scholarship and creative activities.
- Increase opportunities for students to participate in different ways of knowledge creation and exchange as part of their learning experience.
- Foster a diverse community of talented researchers, scholars, and creators, recognizing the value of new perspectives and different ways of knowing.

Identify sustainable and high-impact solutions through increased collaboration and connection across our campuses.

Through this work, we will:

- Encourage strong disciplinary-focused research, scholarly activities, and creative pursuits while also increasing opportunities for inter- and multi-disciplinary endeavors.
- Connect different ways of knowing to identify innovative solutions that address major challenges faced today and tomorrow.
- Identify strengths to elevate UM's expertise on the local, national, and international stage, as informed by the Strategic Research Plan.

Build reciprocal relationships with communities to anticipate and identify solutions to emerging societal, cultural, economic, and environmental needs of Manitoba and beyond.

Through this work, we will:

- Increase investments to support more community-based research and to develop authentic relationships with community partners.
- Foster a reciprocal knowledge exchange network with community partners to work collaboratively on pressing issues.
- Promote UM expertise with communities to encourage the widest-possible use of our knowledge creation.

Empowering learners

Teaching and learning are at the core of the University of Manitoba—we are committed to providing an inspiring, accessible, high-quality education and an exceptional student experience. An experience strengthened by a diversity of communities, voices, worldviews, and ways of knowing. We promote life-long curiosity that allows learners to navigate a complex and rapidly changing world confidently and critically. This curiosity will remain with our learners beyond their time at UM, providing them with the tools they need to realize their aspirations and make meaningful and sustainable contributions.

We recognise and embrace the increasingly diverse learners who choose UM to advance their studies. Indigenous Peoples have been, and continue to be, underrepresented in post-secondary education, and systemic change is needed to increase access to education. We are dedicated to advancing Reconciliation and promoting Indigenous success through Indigenization in our programming and by creating and fostering an inclusive and supportive learning environment. With more newcomers choosing Manitoba as their home, we welcome increasing numbers of first-generation and international students, enriching our institution's diversity of voices and perspectives. Enacting inclusive learning environments will help students to thrive no matter their background, experiences, or aspirations.

We bring the same curiosity and innovation we apply to our research, scholarly activities, and creative pursuits, to our teaching and pedagogy to deliver high-quality and meaningful learning experiences. We identify and offer services and supports that address the changing needs of our student body, and we incorporate sustainable practices into how we teach and learn. We do so by recognizing the value of our faculty and staff in supporting our core mission, providing them with opportunities to collaborate and access to systems and supports they need to be successful in their roles.

In leading change, UM will empower learners through academic learning experiences that meet the needs of an increasingly diverse student body, providing researchers, instructors, and learners with the knowledge and skills they need to achieve their goals.

To gain momentum in empowering learners, UM will:

Respond to changing needs of learners through the creation and advancement of supportive systems for learning and success.

Through this work, we will:

- Continuously reflect on and advance pedagogies that respond to the needs of diverse learners across their lives and careers, including innovative ways of learning and teaching.
- Direct supports and services to students to improve access, recognize diverse needs, and foster success, including supports for Indigenous students and systemically marginalized groups.
- Identify and incorporate flexible and sustainable practices in the delivery of academic programs and courses.

Build sustainable futures for learners by increasing opportunities for innovative and meaningful learning experiences.

Through this work, we will:

- Ensure students are exposed to Indigenous knowledge systems and ways of knowing, and have opportunities to participate in, and benefit from, a variety of learning experiences, including but not limited to experiential learning, work-integrated learning, land-based learning, and community-engaged service learning.
- Increase opportunities for graduate and undergraduate students to connect with, and contribute to, diverse ways of knowledge creation through research, scholarship and creative activities.
- Expand opportunities for students to identify and develop the skills needed to succeed in a changing world.

Foster an exceptional student experience by strengthening teaching and student support services across the university.

Through this work, we will:

- Invest in supports to ensure faculty and staff have the tools needed to adapt to changing learning environments and to continue to provide high-quality learning experiences.
- Develop more initiatives to employ universal design and inclusive teaching methods that accommodate people with disabilities, varied learning styles, and diverse lived experiences.
- Increase opportunities for faculty and staff to collaborate on shared work to improve student success.

Reimagining engagement

Community is the heart of our institution—each of us bringing our unique perspectives and diverse experiences. To lead change and succeed, we need to reimagine how we engage with one another.

This begins with creating an environment in which there is a greater sense of collegiality, trust, integrity, collaboration, and shared opportunities. To advance well-being and belonging among faculty, staff, and students, and create conditions in which we can thrive, we work to dismantle all forms of oppression and advance decolonization by addressing inequities in our systems, policies, culture, and structures, and upholding human rights.

Engagement does not stop at the boundaries of our campuses and must include surrounding communities, alumni, industry, and other partners with whom we interact.

We engage through our academic programs, our research, and our community outreach. We centre authentic and reciprocal relationships to pursue innovative solutions together. We welcome surrounding communities to our campuses as a destination for the arts, culture, and sport.

We understand that engagement also extends to our interaction with the physical environment around us, from taking action to counter the impacts of climate change to redefining our spaces. We commit to sustainable practices that preserve and protect our environment, promote stewardship for the benefit of current and future generations, and take climate action. We recognize that physical and digital space is vital to well-being, and we commit to redefining and reimagining our spaces to inspire, to create a sense of belonging, and to reflect the diverse needs of our community.

In leading change, UM will be an institution of choice to learn, create, work and play. In reimagining engagement, we will connect and thrive as a community for today and tomorrow.

To gain momentum in reimagining engagement, UM will:

Advance social justice through centering decolonization in institutional transformation and through dismantling systemic and structural inequities.

Through this work, we will:

- Foster a community environment that encourages full participation of systemically marginalized groups.
- Update academic and institutional policies to advance equity, accessibility, diversity and inclusion in academic programming, the workplace, and in community life.
- Become a preferred destination for Indigenous faculty, staff, and students, informed by institutional Reconciliation action plans.

Strengthen and build relationships through meaningful and authentic engagement.

Through this work, we will:

- Improve conditions and connections across our campuses that empower staff, students, and faculty to thrive and succeed by creating a culture of belonging, well-being, and inclusion.
- Increase opportunities for external partnerships and connections, expanding our impact across our province, including in rural, northern, and Indigenous communities, and becoming the university for Manitoba.
- Become a destination by welcoming more visitors to our campuses through community events and programming.

Achieve sustainability targets through community decision-making processes and institutional initiatives.

Through this work, we will:

- Build sustainable campuses designed to facilitate community building and community life, both for today and tomorrow.
- Reduce waste and greenhouse gas emissions to reach sustainability goals informed by our Climate Action Plan.
- Increase opportunities for faculty, staff, and students to engage in sustainability initiatives, through learning experiences, research, and community programming to advance the United Nation’s Sustainable Development Goals, locally and nationally.

How we get there

Next steps—gaining momentum:

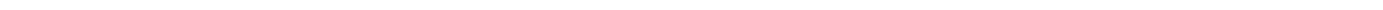
The University of Manitoba moves forward not only in making change, but in leading change. The next steps in the process will be to identify how we will meet the goals outlined in this draft plan, directed by our strategic themes, and focused by our fundamental commitments.

Following this round of community feedback, the Strategic Planning Committee will take what we heard to finalize the strategic plan to present to Senate and the Board of Governors for approval.

Once approved, a Strategic Plan Implementation Committee will be formed, led by the Provost and Vice-President (Academic), and including representatives from faculty, staff, and students. This new committee will be tasked with identifying the actions and initiatives we will take to implement the plan and gauge success moving forward, while remaining flexible and responsive to changing needs of the world around us. This will involve further engagement and consultation with our community to identify what actions will be taken across the institution to move the plan forward.

Thank you for taking the time to participate in this important process. We look forward to receiving your feedback on the draft strategic plan.

Together, we will use this plan to gain momentum and respectfully lead change together to shape a brighter future for all.



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