Implementation Plan

June 16, 2025

MOMENTUM:
LEADING CHANGE TOGETHER

Implementing MomentUM

The implementation of [MomentUM: Leading Change Together, UM Strategic Plan 2024-2029](#) marks UM's next steps on a shared path defined by the goals and commitments articulated in the plan. While the strategic plan defines where we want to go, the implementation plan focuses on how we will get there and how we identify where we are on the path. This plan recognizes that our success is rooted in reciprocal relationship building, in how we collectively work together as an institution, and in how we engage and work with community partners to take action to achieve the goals set out in 'MomentUM'.

The implementation work is ongoing and iterative. It will involve regularly reviewing actions, gathering feedback, and using evidence to guide the next steps. It is anticipated to change and evolve as we review and identify new ways to track and report on our progress. This approach allows us to remain responsive to changing needs while not losing sight of our shared purpose. This document provides a framework for assessing progress and ideas for how to advance UM towards its strategic goals.

The **key indicators** identified in this document function as signposts to track where we are, to provide opportunities to pause and celebrate our successes, and to adjust plans if we are not where we want to be. Recognizing the diversity of roles, work, and voices of UM faculty, staff, and students, the key indicators are accompanied by a list of **guiding or sample actions** that can inform and inspire initiatives and activities across the institution. These actions are neither a checklist, nor are they exhaustive. They are not the only ways in which we can make a difference. Rather, they are meant to identify some of the many ways in which we can take action to move towards our goals. Progress is achieved when individuals and units at all levels take intentional steps forward. We invite you to engage and meaningfully contribute where you are able and in ways that align with your role, expertise, and capacity.

Guided by work already started

The implementation work both informs and is informed by other institutional plans and priorities that help to identify strategic direction for the institution and support **the fundamental commitments** of fostering a vibrant community, advancing Reconciliation for transformative change, and building a sustainable future.

This includes aligning with institutional plans like, [Time for Action: Truth and Reconciliation Framework](#) , [Change Through Research: UM Strategic Research Plan 2024-2029](#), and [UM Climate Action Plan](#).

It involves aligning with the earlier work and recommendations from the President's Task Force on Equity, Diversity, Inclusion, and Accessibility; the Task Force on Mental Health and Well-Being; and the Sustainability Committee. And it is informed by outcomes and findings of the ongoing work and recommendations of the Anti-Racism Task Force. Together, this previous work provides context and direction for the strategic plan implementation work.

Road to implementation

Following the launch of 'MomentUM' in April 2024, a call was put out to the UM community to identify individuals who would be interested in supporting the implementation of the plan. The **MomentUM: Implementation Steering Committee (MISC)** was formed, chaired by the Provost and Vice-President (Academic), and including representation from faculty, staff, students, and senior administration. MISC's mandate is to oversee the implementation of the strategic plan and to ensure that the work aligns with institutional goals and strategies articulated in 'MomentUM' and other institutional plans. It is responsible for monitoring and communicating progress, identifying any challenges we may face in advancing our goals, and recommending changes as appropriate. Members of MISC also serve as community ambassadors to promote 'MomentUM' and encourage units in their own actions and initiatives that move us forward.

In summer 2024, academic and administrative units were asked to review their activities and initiatives and show where they aligned with the strategic plan. MISC used this information to better understand work already underway across UM and to begin to identify gaps where more work is needed. MISC divided itself into three sub-committees, one for each strategic theme, and began to draft key indicators and sample actions over the fall 2024 and winter 2025 terms.

In early 2025, UM launched Time for Action: Truth and Reconciliation Framework. This framework serves as a guiding document to support UM's ongoing commitment to working with First Nations, Métis, and Inuit students, faculty, staff, and communities. Given the deep institutional commitment to Truth and Reconciliation, rather than developing a secondary implementation plan for the Framework, the commitments and actions articulated are woven into this plan.

A Truth and Reconciliation Advisory Committee has been established to provide guidance to academic and administrative units, the broader UM community, and to MISC and its implementation work. The Advisory Committee, comprised of faculty, staff, students, Elders, and the Witnesses to the launch of 'MomentUM', is working with MISC to ensure the commitments of 'Time for Action' are appropriately reflected in the implementation work, and to help units identify how to move forward to work in good ways with Indigenous communities at UM and beyond. The ongoing role and guidance of the Advisory Committee in the implementation work will help ensure that UM continues to advance its commitment to Truth and Reconciliation and, should there be setbacks, advise on ways in which to set the institution back on course.

The last step before finalizing a plan was to ensure that the work to date resonated with the UM community, and that it identified collective ways in which we could act and measure progress in achieving the goals of 'MomentUM.' This included consulting with the Vice-Provost (Equity) to align

with the recommendations and ongoing work of the Anti-Racism Task Force, and with the Associate Vice-President (Administration) to align with a current review of UM's sustainability action plan, including climate action goals. Drafts were also shared with members of the Senate, and with focus groups formed from volunteers solicited through the call-out for individuals interested in participating in the implementation work. The feedback from these consultations was used to inform MISC in its work finalizing the key indicators and sample actions found in this document.

Measuring progress

Measuring collective progress is guided by the understanding that meaningful change often happens in many ways at once. The implementation plan uses a mix of quantitative and qualitative indicators to assess how UM is advancing shared goals. These include both transactional indicators to help track changes in specific outcomes such as updates to programs, training of people, and improvements to supports; and transformational indicators to help us better understand shifts in culture, relationships, and systems. Where indicators are broader in scope, reporting will also seek to intentionally reflect a diversity of perspectives and voices, and demographics, including those of Indigenous students, faculty and staff, wherever possible. Together, these indicators provide a multifaceted picture of what progress looks like, recognizing that some changes will be measurable in the short term, while the impact of others will be realized in the longer term. Importantly, the key indicators support both system-level tracking and story-based learning. The institutional systems provide important data points, while the narratives, reflections, and insights illustrate the experiences of UM faculty, staff, and students.

Two tools will be used to inform key indicators that reflect the shared experiences and satisfaction levels of UM faculty, staff, and students: the **UM Community Experiences Survey** and a **story-sharing tool**. The biennial community experiences survey, launching in Fall 2025, will gather evidence to identify systemic inequities, inform action, support accountability, and measure progress on key indicators and strategic goals. The story-sharing tool, made available for Fall 2025, will enable units to report on successes not only annually, but throughout the year as examples emerge. In addition to supporting reporting on key indicators, it will serve as a repository of stories that highlight and celebrate the impactful work happening across UM.

The following key indicators will start us in measuring our progress towards the articulated goals under each of the three **strategic themes** of the plan—Creating Knowledge that Matters, Empowering Learners, and Reimagining Engagement.

Accompanying the key indicators is a set of guiding or sample actions designed to help advance our shared goals. These actions are intended to inspire meaningful engagement not only across strategic themes and commitments, but also across the diverse units and roles within the UM community. To support this, a tool is available on the UM Intranet page, MomentUM-Implementation that allows users to filter the actions and explore examples relevant to their areas and work. This resource will be updated to reflect different actions and initiatives identified through the implementation work so that they can serve as inspiration for others.

Creating knowledge that matters

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

Strategies	Key Indicators
Expand initiatives that provide faculty and staff with opportunities to succeed in their research, scholarship, and creative activities, recognizing the value of new perspectives and diverse ways of knowing. Increase opportunities for undergraduate students to participate in knowledge creation and exchange as part of their learning experiences. Elevate graduate-level training through increased access, improved supports, and enhanced opportunities.	• Increase in annual number of funding applications for research, scholarship, and creative projects. • Increase in number of new research, scholarship, and creative projects funded. • Stories highlighting the impact of research, scholarship, and creative activities that identify solutions through diverse disciplines and methodologies, including Indigenous knowledges. • Increase in student research assistantships and undergraduate research awards across Faculties/Colleges/Schools. • Increase in average funding dollars and percentage of graduate students receiving funding. • Stories highlighting initiatives that engage undergraduate and graduate students and post-doctoral fellows in knowledge exchange outside of academic programming.

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

Strategies	Key Indicators
Identify and remove barriers to increase opportunities for inter- and multi-disciplinary research, scholarly, and creative activities. Connect diverse 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, informed by the Strategic Research Plan (SRP).	• Number of new, (inter)national, interdisciplinary research teams—UM-led or with UM participation—supported through the Major Projects Office, focused on solving unmet needs or addressing problems for global impact. • Examples of and engagement with initiatives that bridge the gap between disciplines and remove barriers for inter- and multi-disciplinary research. • Stories highlighting the impact of research, scholarship, and creative activities that identify solutions through diverse disciplines and methodologies, including Indigenous knowledges. • Increase in number of publications and events that feature research by/with/for First Nations, Inuit, and Métis Peoples. • Stories highlighting the impact of research, scholarly, and creative activities under the thematic areas of the Strategic Research Plan.

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

Strategies	Key Indicators
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.	• Examples of and participation in initiatives that facilitate responsible and respectful engagement with external partners in support of community-based research. • Stories highlighting community-based research where new relationships are formed or existing ones strengthened. • Stories highlighting innovative solutions identified through collaboration and knowledge exchange with external partners. • Increase in number of communications that feature research, scholarship, and creative activities of UM faculty, staff, and students. • Stories highlighting community events and initiatives hosted by UM on-and off-campus that share expertise of faculty, staff, and students.

Empowering learners

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

Strategies	Key Indicators
Continuously reflect on and advance pedagogies that respond to the needs of 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 and individuals. Identify and incorporate flexible and sustainable practices in the delivery of academic programs and courses.	• Increase participation rates in UM professional development opportunities that support incorporating Indigenous knowledges and cosmologies in teaching and coursework. • Increase participation rates in UM professional development opportunities that apply equity, diversity, inclusion, and accessibility principles in teaching and coursework. • Increase course availability through timetable usage and scheduling changes responding to student demand. • Improve undergraduate and graduate enrolment, persistence, and graduation rates, including for Indigenous students and other systemically marginalized students where inequities are identified. • No. (and percentage) of awards, scholarships, and bursaries distributed across student demographics, including First Nations, Inuit, and Métis students. • Stories highlighting the success of students accessing student supports, services, and programming. • Stories highlighting innovative course and program delivery informed by community needs (e.g., use of Indigenous cosmologies, land-based learning, teaching in community, etc.). • Examples of and uptake in unit-level initiatives that support affordability in courses or across programs.

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

Strategies	Key Indicators
Ensure students are exposed to Indigenous knowledge systems and ways of knowing; and have opportunities to participate in and benefit from a variety of experiential learning opportunities in diverse settings, including digital, land-based, community, workplace, classroom, and co-curriculum. 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.	• Number of academic programs that require Indigenous content through Senate-approved course and/or program requirements. • Number and diversity of delivery mode of Indigenous language courses. • Increase in number of students participating annually across diverse types of experiential learning opportunities. • Increase in proportion of Indigenous respondents in 'UM Community Experiences Survey' who report satisfaction and participation in initiatives by/with/for First Nations, Inuit, and Métis students and with UM efforts to advance Reconciliation. • Stories highlighting initiatives that engage and connect undergraduate and graduate students and post-doctoral fellows with diverse learning, research, scholarship, professional, and creative activities. • Number of programs revised through Senate in response to: program/curriculum reviews; student feedback; advancing Reconciliation; and/or evolving social, labour, or professional needs. • Number of UM Career Compasses created or revised to align with UM Competencies Framework.

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

Strategies	Key Indicators
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 to improve student success.	• Increase in participation rates in UM professional development opportunities related to teaching and learning or supporting students. • Increase in participation rates in UM professional development opportunities related to universal design, AMA compliance, and inclusive teaching methods. • Number of improvements to indoor, outdoor, and virtual learning spaces, including Indigenization of spaces, that meet the needs of diverse learners. • Number of visits to stories, websites, or intranet pages related to changes in institutional policies and practices that support faculty and staff in their work in teaching and supporting students. • Stories highlighting initiatives that engage faculty and staff and encourage collaboration to advance student success and improve student experiences. • Increase in proportion of student respondents in 'UM Community Experiences Survey' who report satisfaction with learning and support services.

Reimagining engagement

GOAL: Strengthen and build mutually beneficial and reciprocal external relationships through meaningful and authentic engagement.

Strategies	Key Indicators
Become the university for Manitoba by increasing opportunities for external partnerships and connections and expanding our impact across our province, including with rural, northern, and Indigenous communities. Increase outreach and external community access to UM to benefit the UM community and all Manitobans. Become a go-to destination by welcoming more visitors to our campuses through community events and programming.	• Increase in proportion of community respondents in annual perception surveys who report a positive perception of UM's reputation. • Increase in number of self-declared First Nations, Inuit, and Métis applicants, students, and graduates. • Increase in proportion of faculty, staff, and student respondents in 'UM Community Experiences Survey' who participate and are satisfied with opportunities for non-work or non-study related activities on campus. • Stories highlighting the impact of educational, research, service, or engagement initiatives developed in collaboration with external community partners. • Stories highlighting events and programming that welcome external community partners to campuses.

GOAL: Empower staff, faculty, and students to thrive and succeed by creating a culture of belonging, well-being, and inclusion.

Strategies	Key Indicators
Identify and work to dismantle systemic and structural inequities to foster an environment that encourages the full participation of systemically marginalized groups and individuals. Centre Reconciliation and institutional transformation to advance social justice and become a preferred destination for Indigenous faculty, staff, and students. Create a dynamic and engaged work environment by investing in people to encourage a culture of excellence, innovation, creativity, and connectivity.	• Increase in proportion of respondents in 'UM Community Experiences Survey' who report a sense of belonging, inclusion and satisfaction at UM, compared across demographics, including Indigenous respondents. • Increase participation rates of faculty and staff in UM training and learning opportunities that support the identification and dismantling of systemic inequities. • Increase in number of self-declared First Nations, Inuit, and Métis faculty and staff across employment categories. • Increase in number of events that incorporate Indigenous knowledges and cosmologies. • Stories that highlight initiatives advancing Reconciliation and the full participation of marginalized groups, including those grounded in the principles of Wâhkohtowin and Working in Good Ways. • Stories highlighting initiatives that lead to innovation, creativity, and connectivity in the workplace.

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

Strategies	Key Indicators
Build sustainable and accessible campuses designed to facilitate community building and community life. 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 collectively advance the UN's Sustainable Development Goals.	• Increase in proportion of respondents in 'UM Community Experiences Survey' who report engagement with campus and sense of belonging with informal and formal spaces, indoor, outdoor, and digital. • Examples and use of spaces that reflect and support Indigenous ways of knowing, being, and connecting to land through design, naming, and purpose. • Progress towards reducing waste and greenhouse gas emission targets as identified in the Climate Action Plan. • Improved position of UM in QS World University Rankings and Times Higher Education (THE) Impact Rankings for Sustainable Development Goals (SDGs). • Stories highlighting programming or initiatives of faculty, staff, and/or students that support advancing UM's sustainability goals.

Monitoring and evaluation

Progress on the strategic goals will be reviewed annually by MISC, in consultation with the Truth and Reconciliation Advisory Committee and with the leads of key institutional plans.

Through this work, MISC will:

- Review the data, information, and stories collected each year.
- Reflect on patterns and identify challenges and opportunities.
- Identify areas that may require additional attention or support.
- Consult further with the UM community to revise or refine key indicators, as needed.
- Add to the list of guiding or sample actions based on unit-level reporting.

To support integration with university planning, data and information collection on key indicators will occur annually, timed to align with UM's budget and resource planning processes. This will ensure that what is learned through the implementation work informs decision-making and investment in future years.

Sharing our progress

Findings will be communicated with the UM community through an annual report that includes an update on progress and challenges and opportunities identified. This will include the sharing of stories to highlight impact and illustrate the lived experience of faculty, staff, and students at UM. The goal is to ensure transparency, invite reflection, and recognize that a diversity of people, units, and practices contribute to progress. Regular reporting and sharing of progress can help create a culture of collective accountability and responsibility, one where all units and individuals in different roles see themselves in the plan and understand how they can meaningfully contribute to leading change together.

Next steps

As we move forward, the next steps are to:

- Identify the baseline data for the key indicators to establish a clear starting point.
- Engage with senior leaders on key actions needed at an institutional level to make progress.
- Set flexible short- and long-term targets that align with the desired outcomes.

This approach ensures that we are not only tracking where we are now but also orienting us, with intention, to where we are moving and on what timelines.

Addressing knowledge gaps: During the development of this plan, several knowledge gaps were identified that limit our understanding of activities across the institution and our ability to track progress toward institutional goals.

These gaps include limited information on:

- disaggregated demographic data analysis on faculty, staff, and student populations;
- number and types of community partnerships and related engagement activities;
- types of research, scholarship, and other creative activities taking place across our campuses;
- how content related to fundamental commitments, such as Indigenous knowledges and sustainability, is being developed and delivered in courses and across programs and curriculum; and
- ways to better understand how students engage with the supports and services offered across units from admission to graduation.

As part of the ongoing implementation work, we will be identifying ways in which we can begin to collect and report on this information. Also, informed by the stories and examples collected, we will be able to build a shared understanding of key terms and concepts in the specific context of UM. This will promote consistency in data collection and interpretation while supporting collaboration across the institution.

While 'MomentUM' articulates our shared strategic priorities, we recognize that the routes we take to get there are shaped by our relationships, experiences, and contexts. UM is a collective of diverse academic and administrative units, each uniquely able to support progress towards our strategic goals. This plan encourages units and individuals to look at what they can do within their work and in their roles and develop their own strategic action plans that identify paths forward.

Starting summer 2025, academic and administrative units will be asked to report through the annual budget and planning process on different actions undertaken in their unit to support unit-level and institutional strategic priorities and commitments. In the meantime, units and individuals are welcome to explore the guiding or sample action tool available on the UM Intranet page, MomentUM-Implementation to start to identify ideas on what actions can be taken relevant to their role, work, and area.

Acknowledgements

The development of this Implementation Plan has been a collaborative effort built on the dedication, insight, and hard work of many individuals. We extend our sincere gratitude to the members of the MomentUM Implementation Steering Committee and the Truth and Reconciliation Advisory Committee whose reflections, thoughtful debate, and shared dedication to institutional goals and commitments were key in shaping this plan.

Many thanks also to those who participated in focus groups and whose fresh perspectives and experiences helped ensure that our approach reflects the needs and priorities identified in MomentUM: Leading Change Together.

This plan is a testament to what can be accomplished through collective effort, open dialogue, and shared purpose. We look forward to continuing to work with UM faculty, staff, and students, and community partners as we move forward.

Miigwech. Ekosani. Maarsi. Nakurmiik. Thank-you. Merci.

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