

# Brandon University: The Intellectual Heart of Western Manitoba

GENERAL FACULTY COUNCIL  
AUGUST 29, 2019

# Setting the Stage for a 2020 – 2030 Strategic Plan

# The BU Backdrop

- ▶ Academic Plan “expires” in 2020
- ▶ Executive turnover has created a sense of drift
- ▶ Harness our strengths and create aspirational goals
- ▶ Include everyone at BU

[BrandonU.ca/Strategic-Plan](https://brandonu.ca/Strategic-Plan)

# About BU

- ▶ **Motto**

*Aletheuontes de en Agape*  
“Speaking the truth in love”

- ▶ **Mission**

We promote excellence in teaching, research, creation and scholarship. We educate our students so that they can make a meaningful difference as engaged citizens and leaders. We defend academic freedom and responsibility. We create and disseminate new knowledge. We embrace cultural diversity and are particularly committed to the education of First Nations, Métis and Inuit people. We share our expertise and resources with the greater community.

# What We Value

- ▶ Personalized education
- ▶ Excellence in teaching and research
- ▶ Creativity, performance and innovation
- ▶ Environmental sustainability
- ▶ Intellectual integrity
- ▶ Ethical practices
- ▶ Students, faculty, staff
- ▶ Collegial environment and accountable governance
- ▶ Open access coupled with the resources necessary for student success

# What We Value...continued

- ▶ Recognizing and celebrating cultural diversity
- ▶ Our strong tradition of liberal education
- ▶ Academic freedom and its responsibilities
- ▶ Community engagement and partnerships
- ▶ Operational sustainability

# BU: The Intellectual Heart of Western Manitoba



Sandy Black



[BrandonU.ca/Strategic-Plan](https://brandonu.ca/Strategic-Plan)



# Brandon University...

- ▶ is a regional university
- ▶ enjoys a strong reputation in the community
- ▶ has a strong national alumni base
- ▶ is home to faculty who are engaged in cutting edge research
- ▶ prepares its undergraduate students to succeed at graduate school
- ▶ embraces smaller class sizes and recognizes their advantage

[BrandonU.ca/Strategic-Plan](https://brandonu.ca/Strategic-Plan)

# BU: An Economic Drive for Western MB

GUTS ARE BUILT IN BRANDON POISE IS BUILT IN BRANDON CARING IS BUILT IN BRANDON FUTURES ARE BUILT IN BRANDON SUCCESS IS BUILT IN BRANDON MEMORIES ARE BUILT IN BRANDON DRIVE IS BUILT IN BRANDON MAR ARE B

DS IN BRANDON BRAVERY IS BUILT IN BRANDON VIRTUOSOS ARE BUILT IN BRANDON RESEARCH IS BUILT IN BRANDON GRADUATES ARE BUILT IN BRANDON FRIENDSHIPS ARE BUILT IN BRANDON INSIGHT IS BUILT IN BRANDON AMBITION IS BUILT IN BRANDON

GUIDANCE IS BUILT IN BRANDON TENACITY IS BUILT IN BRANDON RELATIONSHIPS ARE BUILT IN BRANDON DEGREE ARE BUILT IN BRANDON IMAGINATION IS BUILT IN BRANDON AUDIENCES ARE BUILT IN BRANDON SELF-RELIANCE IS BUILT IN BRANDON WIS IS BU

SS IN BRANDON MENTORS ARE BUILT IN BRANDON ALL BRANDON ARE BUILT IN BRANDON MOVING BRANDON CAMPERS ARE BUILT IN BRANDON MONIES ARE BUILT IN BRANDON HUMOUR IS BUILT IN BRANDON

JUDGEMENT IS BUILT IN BRANDON TRUST IS BUILT IN BRANDON RECONCILIATION IS BUILT IN BRANDON SUPPORT IS BUILT IN BRANDON TEAMWORK IS BUILT IN BRANDON ADVENTURES ARE BUILT IN BRANDON HUMILITY IS BUILT IN BRANDON ADV IS BU

NS IN BRANDON SOLIDARITY IS BUILT IN BRANDON DETERMINATION IS BUILT IN BRANDON LEADERS ARE BUILT IN BRANDON VISION IS BUILT IN BRANDON EXPERIENCE IS BUILT IN BRANDON COURAGE IS BUILT IN BRANDON COACHES ARE BUILT IN BRANDON

**BUILT IN**

**BRANDON**



[BrandonU.ca/Strategic-Plan](https://brandonu.ca/Strategic-Plan)

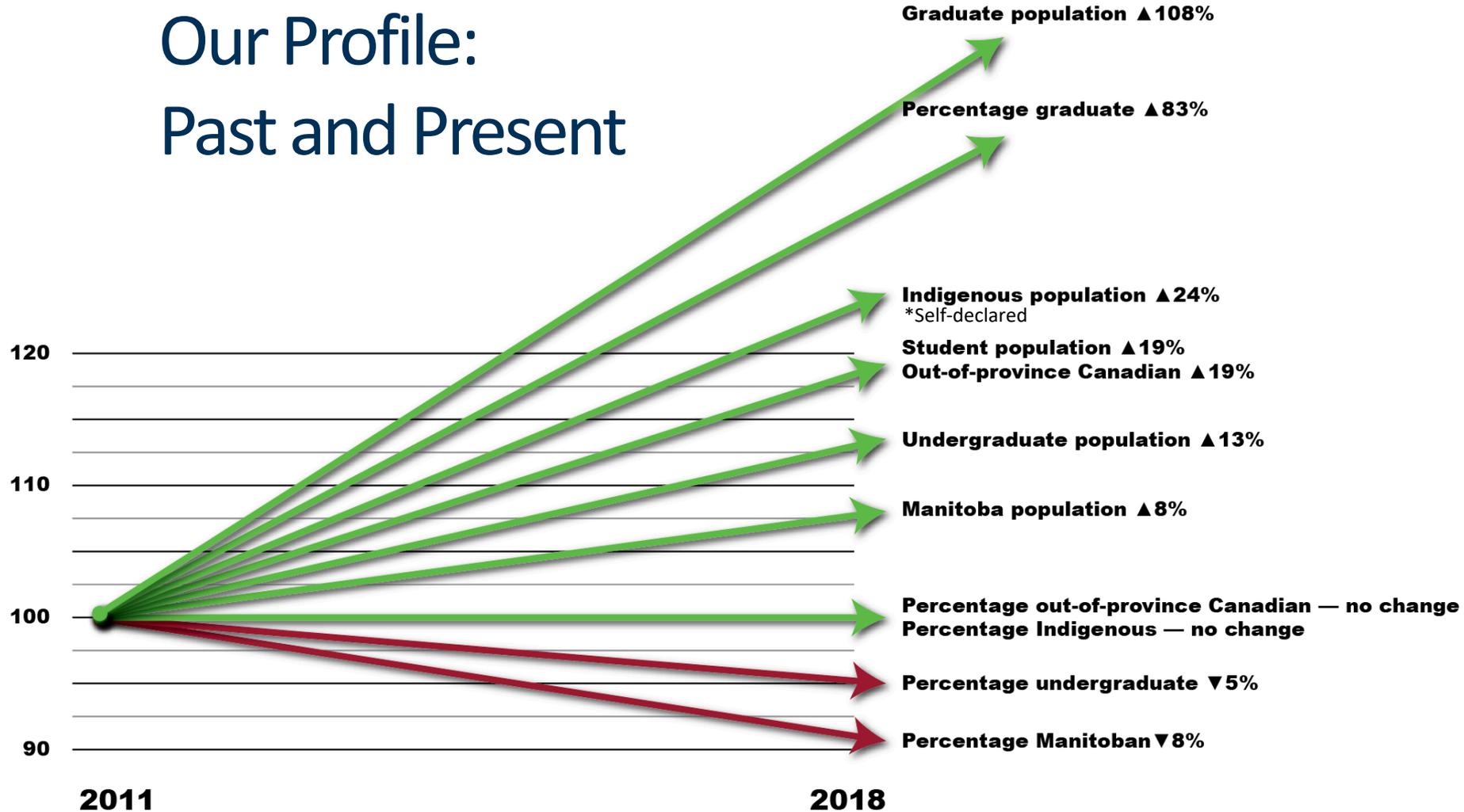


# Brandon University...

- ▶ Return on Investment (ROI) for each dollar of provincial government support is \$11.00
- ▶ Annual economic impact of BU in Manitoba is \$415 million
- ▶ BU graduates have an education premium of between \$6,000 and \$24,000 annually as a result of their BU degree
- ▶ Nearly  $\frac{3}{4}$  of our graduates live and work in Westman or Winnipeg
- ▶ Our graduates pay Manitoba taxes, earn more, and put more money into the Manitoba economy
- ▶ Being a regional school is a provincial strength

Source: 2014-15 Economic Impact Study

# Our Profile: Past and Present



# Our Strengths

# Strengths include:

- ▶ Size
- ▶ Location
- ▶ Programs
- ▶ Conservatory
- ▶ Undergraduate research opportunities
- ▶ Dedicated faculty and staff
- ▶ Indigenous programming
- ▶ Facilities (e.g., Observatory, HLC, Library, recital halls, etc.)

# Our Challenges

# Challenges include:

- ▶ Location is an attraction for some and a negative for others
- ▶ Commuter campus
- ▶ Outdated residences/lack of options to meet student needs
- ▶ Aging buildings
- ▶ Underutilized fund development
- ▶ Accessibility
- ▶ Maclean's ranking

# Our Opportunities

# Opportunities include:

- ▶ Capacity for more students
- ▶ Indigenous Reconciliation
- ▶ The value of a university education
- ▶ Capacity for greater student experience
- ▶ Sense of community
- ▶ Post-1967 alumni engagement
- ▶ Strategic Enrolment Management
- ▶ Telling our story, including national award recognition for students/faculty

# The External Environment



[BrandonU.ca/Strategic-Plan](https://brandonu.ca/Strategic-Plan)

# The External Environment

- ▶ Provincial emphasis on fiscal restraint and sustainability
- ▶ Increasing competition for international students; Canada is well-positioned as a destination for international students
- ▶ Challenges to institutional and board autonomy
- ▶ Academic freedom and freedom of expression in an increasingly polarized environment
- ▶ Truth and Reconciliation with Indigenous peoples is long overdue and universities need to play a crucial role in meeting our obligations

# Where and What Do We Want To Be?



[BrandonU.ca/Strategic-Plan](https://brandonu.ca/Strategic-Plan)

# Who are we?

- ▶ What is our path? What direction do we want to go?
- ▶ We are currently a small boat, not a large ship – how do we take advantage of our ability to be nimble?
- ▶ What should our priorities be and how do we go about achieving them?

# Aspirational Yet Realistic

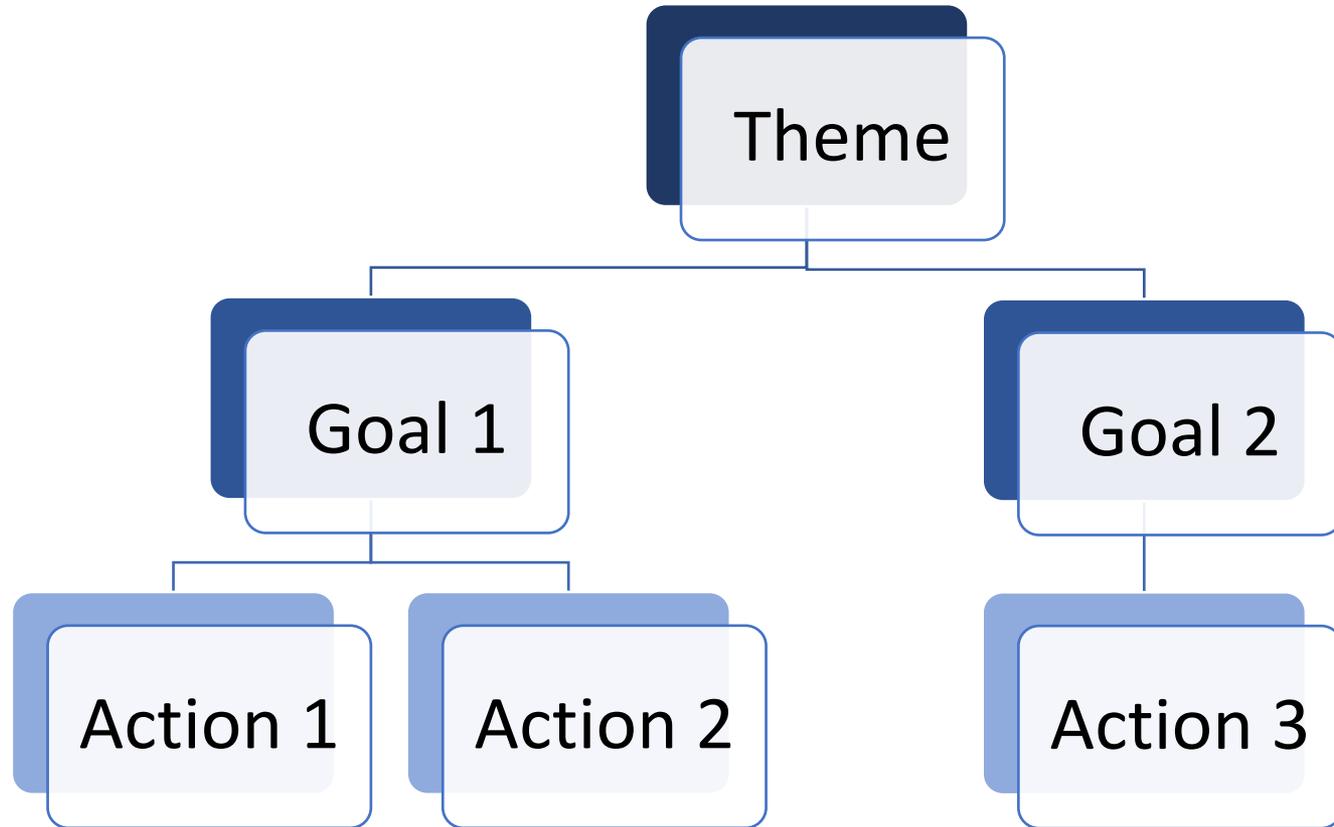


[BrandonU.ca/Strategic-Plan](https://brandonu.ca/Strategic-Plan)

# What should a plan be or do?

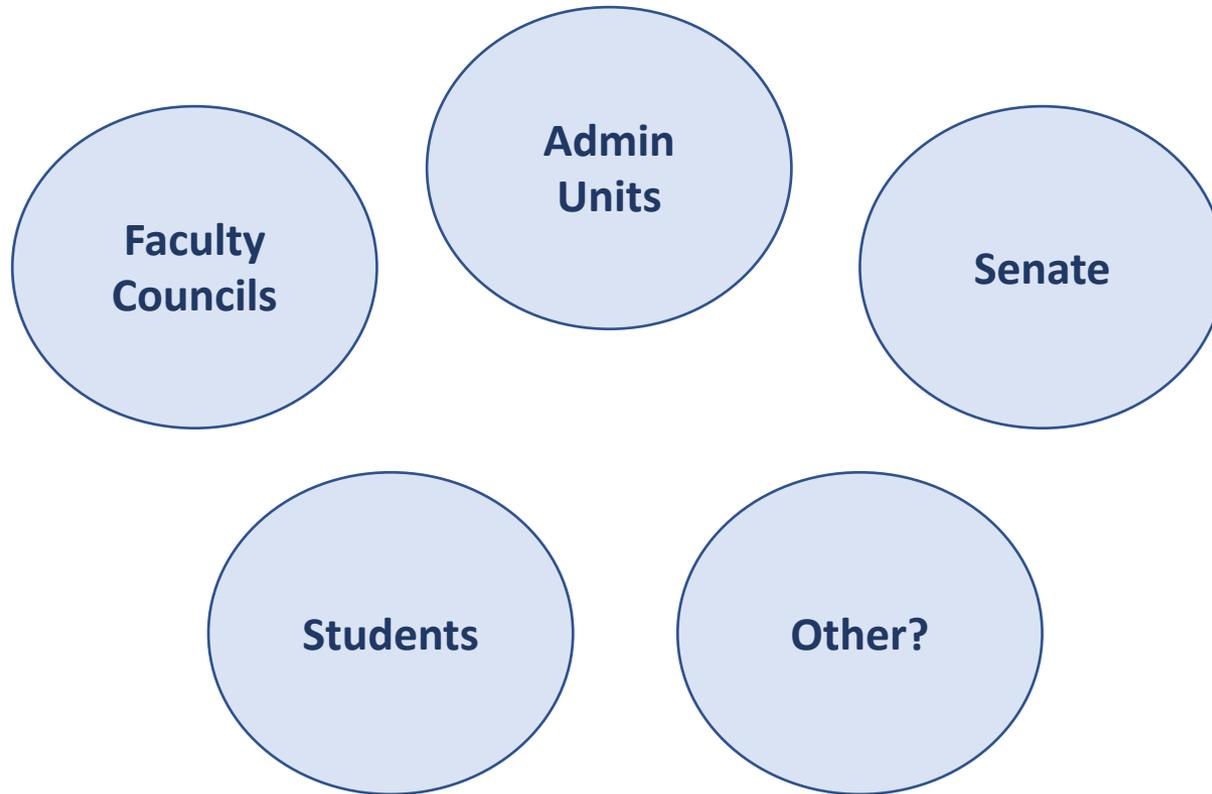
- ▶ Set challenges to the institution
- ▶ Be strategic – set priorities that are achievable and measurable
- ▶ Strategic Plan should serve as an umbrella for existing and future plans (i.e. Academic Plan, Campus Master Plan, Strategic Research Plan)
- ▶ Focus on accountability – report on progress to the Board and the University community regularly

# The Plan for the Plan

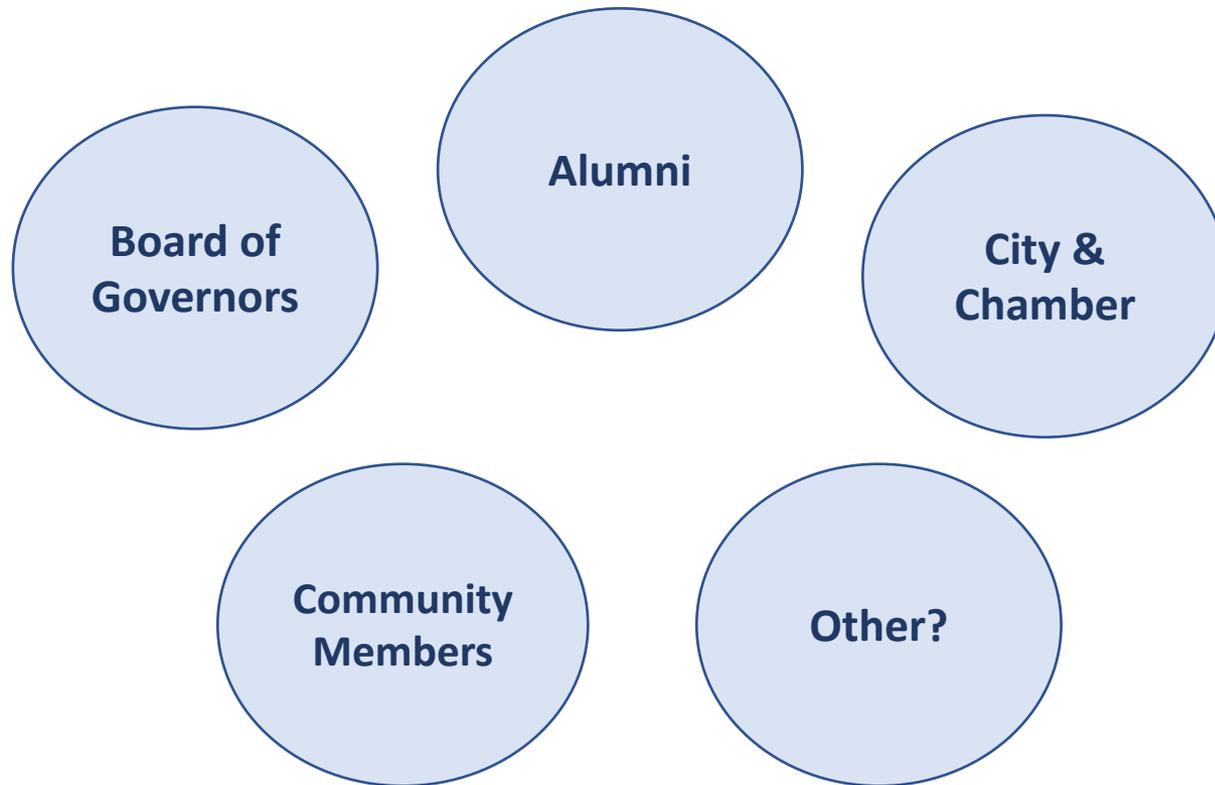


# Consultation Process

# Internal Consultation



# External Consultation



# Planning Process

# Stage One

- ▶ Garnering initial ideas (underway)
- ▶ Strategic Plan Advisory Committee (SPAC) (September 2019)
- ▶ Discussion Document (September-October 2019)
- ▶ Stakeholder meetings (ongoing)

# Stage Two

- ▶ Development of strategic document (late fall 2019)

## Stage Three

- ▶ SPAC development of strategic draft plan (commencing early 2020)
- ▶ Consultation on draft with stakeholders (Spring 2020)
- ▶ Final revisions (Summer 2020)

## Stage Four

- ▶ Board approval of BU Strategic Plan (Fall 2020)

# How Do I Participate?

- ▶ Weekly 'What Ifs?' → Emailed and available online
- ▶ Informal meetings → ongoing
- ▶ Faculty and unit-level consultations → to be scheduled
- ▶ Online feedback → [BrandonU.ca/Strategic-Plan](https://brandonu.ca/Strategic-Plan)

[BrandonU.ca/Strategic-Plan](https://brandonu.ca/Strategic-Plan)

# Accountability Process

# Accountability is essential

- ▶ Commitment to responsibility and accountability that includes, but is not limited to:
  - ▶ Web page updates
  - ▶ Reports to Senate and the Board
  - ▶ Reports to Faculty Councils and GFC
  - ▶ Regular dashboards of progress

# The Plan Today



[BrandonU.ca/Strategic-Plan](https://brandonu.ca/Strategic-Plan)