



**BRANDON
UNIVERSITY**

Mamaawii-atooshke aakihkiwiin

STRATEGIC PLAN 2022–2027



CANADA'S FINEST REGIONAL UNIVERSITY

BE AGILE • BE COURAGEOUS • BE INCLUSIVE

Approved in principle – 21 November 2021

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Mamaawii-atooshke aakihkiwiin

Mah-maa-wee aah-TOOSH-kay aah-kih-kih-win

Mamaawii-atooshke aakihkiwiin means “together working and growing” in the Michif language. Brandon University is proud to be located in the homeland of the Red River Métis and honoured to have been gifted this name for our Strategic Plan, which reflects the partnership and community action that is woven throughout.





Dear Students, Staff, Faculty and Community

I am pleased to present Mamaawii-atooshke aakihkiwiin, the Brandon University Strategic Plan 2022–2027. This plan is the culmination of the contribution of scores of individuals and groups and we all owe you deep thanks for your hard efforts.

We are proud to announce a bold and ambitious vision, to be Canada's finest regional university. We specifically do not say best, as this is not easily quantified, and it is not a competition. Far from it, we do this to help recognize the importance of regional universities in Canada's post-secondary environment.

We are universities that are not found in Canada's largest cities. We are universities with a diverse student population, including International and Indigenous, but also primarily serving our regional population. We provide greater access to education, by welcoming students who might not be accepted at larger institutions and by maintaining a focus on quality education without sacrificing affordability.

We are intellectual, social, cultural, and economic hubs for our region and sources of pride for our community. Our campuses are choice meeting places for cultural, social, recreational, sporting, and academic events. Great regional universities become that focal point for the community and a gathering place for excellence. It is for this reason that consultation to create this Strategic Plan repeatedly identified the importance of proper use and celebration of space. This includes improving the details of everyday space, as well as a renovated Brodie Science Building that will include a research annex and opportunities to host academic and community events as well as attract students to study, learn, relax, and socialize well beyond regular class hours.

The three interwoven braids of our plan are our commitments to our students, to our staff and faculty, and to our community.

As braids they each contain many strands, which we identify as strategies for each group, but these overlap and connect at many points. Found in each strand are our commitments to Indigenization, to wellness on campus and to Equity, Diversity and Inclusion, the biggest opportunities for universities today.

There are many things this plan will not do. This plan informs and supports other documents, like our new Strategic Research Plan, our Campus Master Plan, and our Academic Plan, which is soon to be refreshed. Specifics about academic programming enhancements or new buildings will follow the strategic outlines in this plan, but will be developed separately.

This plan is also realistic about our limits — but it reminds us we can also be ambitious. Consultation repeatedly identified this: We can do more than we think, but currently we think more than we do. This plan spurs us into doing what we can right now.

Brandon University has a long history of providing students with their first taste of post-secondary education. We are proud to continue this tradition, while becoming even more community and regionally focused. And we are proud to shine a light on the importance of the regional university in the Canadian landscape.

Sincerely,

DAVID DOCHERTY

President & Vice-Chancellor



**The finest regional
university is one where
vibrant and engaged
people choose to gather.**



Agile, courageous and inclusive in our thoughts and actions, together we create and celebrate community success.

Canada's Finest Regional University

A regional university plays a critical role in their community. They are the primary provider of university education to high school graduates in the region. They are the intellectual heart of their community, and provide both formal and informal learning opportunities for people of all ages. Brandon University is no exception. From Junior Kindergarten and Mini U, to affordable education opportunities for senior citizens, we provide lifelong learning opportunities for all in the region. Our University graduates successfully continue their studies elsewhere or immediately put their knowledge and skills to use for the benefit of our community.

A regional university also provides cultural opportunities for all residents. From art to music to politics to sports, regional universities host events that all community members are welcome and encouraged to attend. Brandon University hosts such events on a regular basis and sees this as an important role for the university. It is part of our commitment to development and growth in Western Manitoba.

A regional university plays an important part in the local economy. They are major employers who pay well and provide good benefits. They are economic drivers for the region. Through their prestige, their facilities, and the opportunities they offer, regional universities also serve as a strong recruitment tool for other local employers, events, and even tourism.

Brandon University is a regional university whose primary student population comes from Westman. We welcome a critical mass of international students, and our large Indigenous student population represents both our nearby First Nations and Métis, as well as many from northern Manitoba. Our commitment is to a diverse and inclusive campus that enriches life for our entire community. While we attract students from all over, the majority of our students continue to be from southwestern Manitoba.

Brandon University has campuses in both Treaty 1 and Treaty 2 territories. These are traditional territories of Anishinaabeg, Cree, Oji-Cree, Assiniboine, Dakota, and Dene peoples, and the homeland of the Métis Nation. The many groups who have long called Turtle Island home have deep and complex relationships that pre-date the treaties, but treaties are important documents that formalize still-evolving relationships between Indigenous peoples and Settlers.

As Canada's finest regional university, Brandon University is committed to positive and reciprocal relationships with the communities we serve. We are rooted in the land and territory we call home, and are both inspired and guided by the Indigenous knowledge and understanding that grows from this land.

We share knowledge with and among our communities, and we accept with humility the knowledge that is in turn shared with us. That is at the heart of being a fine regional university.

Embedded in our region, Brandon University embodies and reflects the values of southwestern Manitoba. We are especially engaged in the creation of rural-based knowledge that we share with vibrant rural areas everywhere. Brandon University strives to be Canada's finest regional university. But how is that defined? We shun the term "best" as that implies competition and a pursuit of impossible perfection. Only one can be "Number One." We choose instead collaboration, and community, and to seek and support success for all.

Quantitative measures are straightforward. They may be difficult or laborious to achieve, they may be ambitious and require painstaking attention to detail, but they are straightforward because they require numerical measures and assessments.

Our path is not straight and forward. We choose instead a braided path, a path that emphasizes the cyclical and interconnected nature of success, a path that rewards patient process rather than merely tracking progress.

Our measures of success must be broader and more inclusive than "best." We ask: Are we happy? Are we healthy? Are we respectful and kind? Instead of best, "fine" means sharp, incisive, and keen – like the minds of our students, our alumni, our faculty, our staff – and also means a feeling of well-being.

At Brandon University, the finest regional university is one where vibrant and engaged people choose to gather. Agile, courageous and inclusive in our thoughts and actions, together we create and celebrate community success.



WHO WE ARE





OUR VISION

CANADA'S FINEST REGIONAL UNIVERSITY



OUR VALUE PROPOSITION

The service we provide to Treaty 1 and Treaty 2 territories, to Brandon, and to southwestern Manitoba is unique. We serve our communities and share our knowledge with the country and the world through our research and teaching. We have global impacts while servicing a largely regional population.

OUR MOTTO

“Speaking the truth in love” is a motto that reflects our roots. Respect, a duty to truth, and a commitment to action are concepts shared in many cultures, including the Indigenous seven teachings. Our motto is a moral call to action that reminds us of our role and our responsibilities.



OUR 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.



The value of BU

The service Brandon University provides to Western Manitoba is unique. We serve our communities and share our knowledge with the country and the world, through our research and teaching.

We have global impacts while servicing a largely regional population.

We are the primary provider of university education in Manitoba outside of Winnipeg. Our small class sizes are often the ideal introduction to university for students from smaller communities. Our world-class faculty bring global experience to their classrooms. Nearly three-quarters of our graduates remain in Manitoba, helping to build strong economies and vibrant communities.

Through creativity and knowledge transfer, we connect Brandon with Winnipeg, Westman with southeastern Saskatchewan, the south with the north, and Manitoba with the northern States and with Ottawa. We are a hub for our region and a vital link to other regions.

We serve students from nearby, and attract students to our are from around the world, bringing broad and diverse

perspectives, experiences, and culture to share with everyone.

We are a people-strong organization. We find success when our people are successful. We are driven by our commitment to our students, our people and our community. We recognize the responsibility and trust that have been placed in us to engage and build our community.

We value Brandon University's commitment to Indigenous knowledge. This commitment reminds us of the importance of place, land and tradition. Our vibrant cohort of Indigenous students, knowledge keepers, elders and instructors serve to educate all of us of the importance of decolonization and redressing the horrific ills of residential schools. This reciprocity is important — we rely on our community as much as we serve them, we learn as well as teach.



Vibrant and engaged campus spaces

Our campus is a jewel at the heart of Brandon.

We are a central focal point of learning, culture, sport and community for the southwestern Manitoba region. Our physical space is unique: We boast a dynamic architectural heritage set back among an oasis of quiet green space and pedestrian-friendly plazas. We are close to downtown, prominent on two of Brandon's major thoroughfares, yet also nestled against a quiet residential area.

Our spaces boast greenery, public art, and a burgeoning Indigenous presence, but we must acknowledge also that there are unfortunate expanses of drab concrete and gravel. We are separated from the quiet, tree-lined streets that neighbour us by rushing traffic or a moat of barren parking lots. Our plazas feature picnic tables and benches, but also loading docks and utility boxes. Our entrances could be more prominent and more accessible. We lack a clear and inviting front door.

We can get more out of our spaces by adding bright and inclusive murals, focusing on accessibility, and creating a feeling of welcome along new avenues of entrance as envisioned in our Campus Master Plan. We must invite our students, faculty, staff, and our entire community to feel at home, at all hours of the night and day, through all the months, including the crisp days of winter.

A sense of place is central to the idea of a university campus. One lesson from the pandemic is the importance of social presence — there is value to being face to face. We can take advantage of technology to facilitate meetings and some classes from a distance but technology cannot replace the importance of small talk before a meeting, or the exchange of simple ideas over coffee that find their way into a lecture or research paper. Distance does not create best friends the way library study tables or residence lounges do. These are spaces for serendipity. Imagine every hallway a museum, every lounge an art gallery,

and every classroom a laboratory. Spaces that bring life to a campus are part of the success of a university. These are spaces that can transform a commuter campus into an evening and weekend destination, and they are spaces that make a regional university a hub of activity.

The planned renovations of the Brodie Science building will be an opportunity to do this on an even larger scale. The need for a renovated Science building is great, the opportunity it provides is even greater. Brodie renovations must meet the increasing demands of cutting-edge research and still provide space to welcome our students and our community. Showcase spaces will be used to recruit more conferences to our campus and become a desired spot for community meetings. This new space will compliment the existing Healthy Living Centre, Lorne Watson Hall and the Louis Riel Room as gathering spots for students, faculty and staff and the community.



Challenges we face

The world is continually changing,
no less so as we emerge from a global pandemic.

We must recognize that we do not exist in an unchanging bubble, but that we are faced with external challenges that we must meet. There is value in being a source of constancy and consistency in the world, and we needn't be flighty or chase every fashion. But

we also must recognize where we need to evolve, and why, and take the opportunity to meet those challenges deliberately, by preparing for them and preparing our desired response to them, rather than waiting until the challenges overwhelm us.

RELEVANCE

Relevance means that we must clearly articulate why go to university, why support a university, the value of making genuine connections on campus and connecting with alumni, while fostering leadership in our students, faculty and staff.

Relevance also means standing up for truth and expertise in a world that increasingly tilts towards spin, opinion, and misinformation.

POST-PANDEMIC RECOVERY

We must decide which aspects of the pandemic will have lasting effects. Brandon University must ensure that we are able to continue to thrive in a changed world. A genuine and lasting recovery from the pandemic will mean ongoing changes to our academics, to our administration, and to our relationships with our communities.

SUSTAINABILITY

What we do today will resonate tomorrow, and we are deeply aware of our responsibilities to the future. We acknowledge and respect the Indigenous perspective of considering seven generations, and we strive to be a good ancestor.

We are called upon to always act in environmentally, financially, and morally sustainable ways.



Opportunities we choose

We can revitalize, grow, and improve ourselves by embracing these opportunities.

These opportunities are similar to each other in that they are largely internal to our campus although others in academia are also embracing them. These opportunities entail shift in worldview and campus culture, but those are things that we can

influence, and control. These opportunities are inclusive and supportive. They also allow us to model behaviour for other organizations, business, and for our wider community.

INDIGENEITY

We must broaden perspectives to incorporate Indigenous worldviews, Indigenous knowledge, and Indigenous ways of teaching and learning

We will open ourselves to Indigenous culture and practice (outside of the classroom as well as inside)

We must fully acknowledge the harms of the past and make amends, working towards true Reconciliation.

EQUITY, DIVERSITY AND INCLUSION

Providing the opportunity for all people to fully realize and fulfill their potential is a moral requirement. Bringing broad perspectives to the table and listening to previously marginalized people means as a group we will make fairer and better decisions, and we will all benefit from talent that has been previously unrecognized.

MENTAL WELLNESS

We will take a holistic approach to wellness, including physical, mental, spiritual and other forms of wellness that may be less visible.

Our approach will also include recognition of the stress and strain that academia can cause, and its inequitable impact. We will work to destigmatize issues like anxiety and depression, to normalize the need for self-care, and to support all people towards mental wellness.

Braided strength

We are an interconnected braid where each strand strengthens the others



The central motif of our Strategic Plan is a braid. A braid represents process, not merely results.

A braid is an Indigenous symbol, reminding us of the history of this land and the communities we serve. Braids are symbolic of being stronger and more resilient together than apart. A braid is rhythmic and repetitive — it is an ongoing process of weaving, without a clear beginning or end.

A braid emphasizes regular and repeated connection, bringing together each strand into a whole while continuing to recognize their individuality and uniqueness. Each re-connection is a reminder of the connections we build on in the past, whether to take previous successes to new heights, or as a new opportunity to take advantage of missed opportunities to redress past wrongs without severing ties to history.

Cycle of success

Braiding is a mindful and rhythmic process of creation – a true virtuous cycle



Our ultimate goal as Canada's Finest Regional University is ever-changing. So, too, must our efforts be. We strive to foster success in our Students, to support the success of our Faculty and Staff, and to work for the success of our Community.

To achieve this success, we bring together a vibrant campus and

support engagement at all levels. Recognition and celebration of the success that results will in turn lead to more vibrancy, and more engagement, and again more success. Vibrancy means more people, and more diversity. Engagement means more opportunity and better facilities. Success includes results, recognition, and the celebration that follows.

Our 'Built in Brandon' Approach

Our aim to be Canada's
Finest Regional University
is ambitious. We are setting
out goals and objectives to
add vibrancy, engagement
and success for our students,
people, and community.

We need everyone — on campus and in our community — to create this braid together. Our 'Built in Brandon' approach reminds us that our solutions may be unique to us. We can learn from best practices elsewhere but must implement them in a way that works here. We must consult with and listen to those who will be affected by our actions.

'Built in Brandon' also reminds us that this is a process of construction. We assemble a comprehensive solution from plans and materials. It takes many people with diverse skillsets, all working together. Our 'Built in Brandon' approach is a series of actions that everyone can follow:

BE AGILE • BE COURAGEOUS • BE INCLUSIVE



BE AGILE

Move quickly...

Take chances, respond to opportunities, meet challenges head on. Acknowledge failure quickly and move to the next opportunity. Seize the day. Bias towards action. Get it done. 90% now is better than 100% never.

BE COURAGEOUS

...in the right direction...

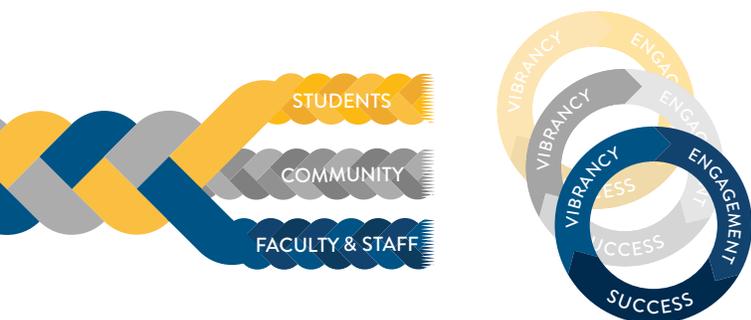
Be bold. Do the right thing. Even when it's hard. Especially when it's hard. Take chances. Don't be afraid to fail. Be on the right side of history. Lead. Popular is not always correct.

BE INCLUSIVE

...with everyone.

Celebrate diversity. Seek out, respect, listen to and follow broad perspectives. Respect differences. Be caring and kind to all. Use your privilege to call out intolerance.

Defining and Measuring Success



- OUTLINE STRATEGIES
 - DEVELOP & PRIORITIZE POTENTIAL APPROACHES
 - ADD DATA & DETAIL
 - ASSIGN RESPONSIBILITY
- TAKE CONCRETE 'BUILT IN BRANDON' ACTION
 - BE AGILE
 - BE COURAGEOUS
 - BE INCLUSIVE
 - EVERYONE'S ACTIONS MATTER



With small actions, together we make a big impact

Our success will be measured by the effects we have on our communities, including our students, our faculty & staff, and our wider community. This is what it means to be Canada's Finest Regional University.

Success will also be measured by our ability to take advantage of the opportunities we see, including Indigenization, EDI, and mental wellness. Finally, success will be measured by how we overcome the challenges we face in demonstrating our relevance and expertise, in supporting our communities through post-pandemic recovery, and in our ongoing sustainability in all ways.

We are all responsible for making this happen.

Our campus is made up of students, faculty and staff, and community who are braided together. Our efforts to support any one of these braids also supports the others. Each of these braids also consists itself of three interwoven strands: vibrancy, engagement and success. Taken together, this provides us with a clear set of areas where we are targeting improvement.

For each area, such as Student Engagement or Faculty/Staff Vibrancy, community consultation has helped develop two or

three clear strategies that are proposed to support that area. Listed underneath each strategy is a longer list, again from community consultation, of potential actions that might bring that strategy to life.

These actions should be taken using our Built in Brandon approach – a process of continual improvement that calls on all of us to be agile, to be courageous, and to be inclusive.

To be successful, many of these actions require good data, and more detail. This is often data that we do not currently collect, or do not collect in a meaningful or appropriate way.

Success also requires assigning responsibility — identifying a person on campus who will be responsible for championing the fulfillment of each strategy. But we are all responsible for success. This person will lead, cheer, and celebrate, but everyone on campus bears responsibility for our vibrancy, our engagement, and our success. You can be agile, you can be courageous, and you can be inclusive.

Ongoing and continual implementation is a vital part of this plan. Our Five Year Schedule will guide us as we breathe life into this document and ensure our success as Canada's Finest Regional University.



TAKING ACTION

Early successes in Year One

Success does not need to wait.

There are actions we can make right now that will accomplish some steps towards our strategies in the near future. These are our priorities for swift action in 2022:

Initiate creation and support enjoyment of spaces for serendipity

ENHANCE PHYSICAL INFRASTRUCTURE IN EXISTING AND NEW SPACES

Spaces for serendipity are locations where unplanned encounters can take place, sparking unexpected connections that produce valuable new relationships across campus divides, deepen existing bonds, and lead to creative inspiration. These spaces are designed to promote respectful interaction and conversation between people, are wonderful places to venture with colleagues, to meet new friends and to welcome the community.

From a coffee to a conclave, a study group to a speakers' series, all are welcome to work, to think, to socialize, or to rest, at all times. These spaces are filled with inspiring works of art, culture, and science, which elevate our thinking and our emotions. Indoors and out, large and small, in hidden nooks and spanning vast plazas, these spaces are welcoming for casual visitors yet reward lengthy stays in any weather. As much as classrooms, studios, labs and libraries, these spaces will come to define the Brandon University campus experience and be cherished by generations to come.

ENSURE THE ABILITY OF EVERYONE TO MAKE USE OF AND ENJOY SPACES FOR SERENDIPITY

To take advantage of physical spaces implies the freedom to leave one's desk, one's office, or one's workspace. Serendipity also requires the mental space to be able to experience the wonder of our campus community without continual focus on the next required task. More flexible work arrangements coming out of the pandemic enable us to rethink some of our previous conceptions and create a more inclusive, equitable, and supportive campus experience for everyone.

Deepen our commitment to and connections with community

ESTABLISH PRESIDENT'S ANTI-RACISM TASK FORCE

Dismantling systemic forms of injustice to build a truly fair and equitable world, where everyone is free to achieve their potential, is one of the great moral imperatives of our time. A representative Anti-Racism Task Force, featuring students, faculty, senior administration, and community members, will be empowered to direct concrete action, draft policy, and enact real change.

INVESTIGATE AND LEAD THE ESTABLISHMENT OF A CONFEDERATION OF CANADIAN REGIONAL UNIVERSITIES

Brandon University aims to be the finest regional university in Canada, but we are not the only. Regional universities may be overlooked by national media and policymakers, who focus on larger institutions, or the most prominent destination universities. Those institutions follow a different model than regional universities. By identifying and bringing together Canadian regional universities, we can more effectively share best practices, raise the profile and prestige of our model of delivering community-focused post-secondary education, and more effectively advocate for the sector and the communities we serve.

Support and celebrate our success

ESTABLISH AN ANNUAL BU AWARDS GALA

Brandon University is home to people who excel. Sometimes, the ways in which we excel are not appropriately recognized by groups whose focus is elsewhere. While we can — and will — also create additional supports for students, faculty, and staff, to be nominated for the awards they deserve, we will also put additional efforts into developing and sharing our own recognition. A new annual BU Awards Gala will be a prestigious event that brings together some existing awards, and adds new awards, including significant ones, to celebrate and recognize success, and to inspire our community.

CREATE COMMUNITY CONSULTATION COUNCILS

Community engagement requires regular consultation, listening, and open conversation among a trusted group. These Councils will open lines of communication between business, industry and other community organizations, to ensure that Brandon University expertise is sought, that Brandon University graduates are meeting community needs, and that Brandon University is aware of and able to respond swiftly to community challenges.

SUPPORT COMMUNITY ENGAGEMENT OUTSIDE OF WORK

Many employees, as well as students, contribute their time, energy, and expertise to the community on a volunteer basis. Many members of the BU community sit on boards, act as coaches or youth leaders, fundraise, and participate in other charitable or non-profit endeavours. These volunteer hours should be better recognized. Support and recognition of these efforts will ensure that this vital community connections continue to be strengthened.

IDENTIFY AND SUPPORT NATIONAL AND INTERNATIONAL AWARD APPLICATIONS FOR FACULTY, STAFF, AND STUDENTS

We know that many members of the BU community deserve wide recognition and appreciation for their efforts, their successes, and their general excellence. Too few get this recognition simply because they are not nominated. There are many reasons for this, including a lack of time or resources (including money) to complete the nomination process, as well as a lack of promotion of award opportunities. We will help create this awareness by identifying deserving candidates, as well as appropriate awards, then matching the two together and supporting the full application process.



Our Five-Year Schedule

This Strategic Plan is the result of significant work, including extensive community and campus consultation.

This is not an end, it is a beginning.

The work must continue, and in fact be redoubled in order to ensure that the plan's goals come to fruition. Here is the schedule of how we will engage in the work of implementing our Strategic Plan and achieving its goals:

YEAR 1 (2022)

- ▶ *Strike Strategic Plan Implementation Committee*
- ▶ *Assign "Champions" responsible for each strategy*
- ▶ *Determine data needed to assess current position and measure success*
- ▶ *Collect data and set baselines*

YEAR 2 (2023)

- ▶ *Select one-year, two-year, and three-year actions for each strategy*
- ▶ *Ensure S.M.A.R.T. goals for each strategy*
- ▶ *Weigh options and select priorities*

YEAR 3 (2024)

- ▶ *Assess outcomes of one-year actions*
- ▶ *Revisit strategies and priorities*

YEAR 4 (2025)

- ▶ *Assess outcomes of two-year actions*
- ▶ *Revisit strategies and priorities*

YEAR 5 (2026)

- ▶ *Assess three-year actions*
- ▶ *Revisit strategies and priorities*
- ▶ *Review overall Strategic Plan and extend*

Draft strategies for future action

Through extensive campus and community consultation, we have heard excitement about proposed strategies that would increase the vibrancy, engagement and success of our students, our faculty and staff, and our community. While many of these proposed strategies would have valuable effects in more than one area, they are ordered here where they would make the most immediate impact. Along with each strategy, consultation

identified many potential approaches. These approaches need data and detail to become actions, and a champion who can guide them into reality. Through our Plan Implementation, we will thoroughly assess these proposals, further develop the potential approaches into concrete steps, and take agile, courageous and inclusive action to make them a reality.

Students

STUDENT VIBRANCY

More students on campus more often helps create a more active and welcoming campus for everyone.

Increase student body population at all levels

Potential approaches:

- ▶ Increase support for recruitment of traditional high-school students
- ▶ Increase outreach to underserved populations
- ▶ Increase transition programming
- ▶ Introduce Strategic Enrolment Management system at BU, including recruitment of domestic students
- ▶ Create a full time Dean of Graduate Studies to build a robust cohort of graduate students across the disciplines

Increase student presence on campus after hours

Potential approaches:

- ▶ Expand Student Leader programming with additional social opportunities
- ▶ Add staff with responsibilities for student engagement
- ▶ Revisit existing campus space to create spots for students to work/study together
- ▶ Use the Campus Master Plan to think of new spaces that would be inviting for students during and after regular hours
- ▶ Provide more support for campus clubs
- ▶ Develop Masters programs in Inter-disciplinary programs to increase graduate student presence on campus
- ▶ Pre- Bobcat game activities to encourage student attendance
- ▶ Increased all-community activities on campus that will also encourage student attendance

Increase graduation and retention rates

Potential approaches:

- ▶ Increase attention to early at-risk students with opportunities to quick access to academic advising
- ▶ Increased support for academic advising
- ▶ Increase financial support available for students via scholarships and bursaries
- ▶ Increase program offerings that will assist with retention programs to be explored:
 - Pre-law major using existing courses across faculties
 - Explore the possibility of an Institute for Humanities Research
 - Increase cross/interdisciplinary programming
 - Your degree Built in Brandon
- ▶ Implement a prediction of risk level of students and provide targeted Advising and targeted course development, and other support
- ▶ Provide greater summer learning opportunities, both on campus and virtually to decrease time to graduation
- ▶ Establish peer to peer mentoring opportunities in each faculty/program

Students

STUDENT ENGAGEMENT

Students who are better able to focus on their studies develop lasting and meaningful relationships, and connect with the community.

Enhance learning opportunities outside the classroom

Potential approaches:

- ▶ Encourage study terms abroad for our students, perhaps including financial support
- ▶ Partner with Canadian universities in other provinces to encourage inter-provincial study terms without losing time to graduation
- ▶ Deepen joint program offerings with Assiniboine Community College
- ▶ Increase research opportunities for students (this strategy pairs well with the increase research success within the Faculty/Staff braid)
- ▶ Make Co-op program accessible to non-traditional students (e.g.: part-time students)
- ▶ Increase NSSE High-Impact Practices, which are opportunities with a positive influence on the student's life. This includes: Service-Learning, Research with Faculty, Internship/Field experience, Study Abroad, and Culminating Senior Experience.

Improve student wellness and community

Potential approaches:

- ▶ Establish a President's Task Force on anti-racism with student participation
- ▶ Explore the possibility of becoming signatories to the Okanagan Charter
- ▶ Implement the recommendations of the Indigenous Education Senate Sub-Committee
- ▶ Increase support of student social activities, including academic and non-academic clubs
- ▶ Physical: Nutrition, sleep, exercise
- ▶ Increase usage of HLC by providing introductory tour or free guided intro workout session to show to use the facilities
- ▶ Promote/organize mid-day activity breaks
- ▶ Intellectual: creativity, engaging, reading, hobbies
- ▶ Sponsor creative events throughout the year not just during Orientation
- ▶ Paint night, faculty/staff recommendation for book of the month
- ▶ Spiritual: Higher purpose and meaning, meditation, religion
- ▶ Designate and promote additional spiritual/religious space
- ▶ Emotional: positive self-view, autonomy, feel in control
- ▶ Increase student counselling supports, especially on a proactive basis
- ▶ Social: Connecting, engaging meaningful way
- ▶ Financial: skills, budgets, planning
- ▶ Support/promote/organize non-academic skills in collaboration with BUSU

STUDENT SUCCESS

Fostering, recognizing, and celebrating the success of our students helps create an environment where everyone takes pride in excellence and strives to achieve it.

Increase career trajectory

Potential approaches:

- ▶ Provide a Work Integrated Learning opportunity to every student who wishes one.
- ▶ Enhance mentorship opportunities, both during student journey and as alumni
- ▶ Develop 'BU network' to connect alumni employers with eager BU grads
- ▶ Improve and increase involvement of alumni

Increase profile of our students

Potential approaches:

- ▶ Formalize mentoring for President's Honour Society to prepare students for national and international awards and opportunities
- ▶ Track success rates of graduates attending graduate and professional schools
- ▶ Increase internal and community recognition for exceptional students
- ▶ Publicize national and provincial award winners – encourage and support applications

Faculty & Staff

FACULTY & STAFF VIBRANCY

Healthy, happy, and enthusiastic faculty and staff help each other, and our students, succeed.

Increase diversity of faculty and staff

Potential approaches:

- ▶ *Implement and improve policies to achieve principles of Equity, Diversity and Inclusion*
- ▶ *Implement the recommendations of the Indigenous Education Senate Sub-committee*
- ▶ *Through consultation with Indigenous leaders and knowledge keepers create an Indigenous Advisory Council to the President*
- ▶ *Successfully recruit Senior Indigenous Leader to report to the President*

Support a healthy working community on campus

Potential approaches:

- ▶ *Ensure wellness includes mental wellness*
- ▶ *Create a President's task force on anti-racism that includes faculty and staff*
- ▶ *Examine use of existing space to improve opportunities for cross faculty/staff discussion*
- ▶ *Support staff to attend events (e.g.: talks) during work hours without losing their breaks or lunch time.*
- ▶ *Re-examine present organizational structure to centralize wellness opportunities*
- ▶ *Continue to expand professional development opportunities for all faculty and staff*

FACULTY & STAFF ENGAGEMENT

Interesting and challenging work, done in a safe and up-to-date environment, improves wellbeing and productivity.

Encourage non-faculty professional development

Potential approaches:

- ▶ *Increase on-campus opportunities for training and development*
- ▶ *Enhance supports and resources (including making time available) for professional development*

Improve workplace and facility infrastructure

Potential approaches:

- ▶ *Prioritize 'Serendipitous Space' that is well used and multi-purpose*
- ▶ *Renovate or replace aging campus facilities, especially the Brodie Building*
- ▶ *Target fundraising at physical infrastructure*
- ▶ *Pursue research funding opportunities that enhance facilities*
- ▶ *Pursue conferences and events that leave an infrastructure legacy*

FACULTY & STAFF SUCCESS

Fostering, recognizing, and celebrating the success of our faculty and staff helps create an environment where everyone takes pride in excellence and strives to achieve it.

Increase research success

Potential approaches:

- ▶ *Create and fill position of Vice-President Research*
- ▶ *Encourage greater participation and applications for tri-council research funding*
- ▶ *Encourage and support faculty and staff to be recognized nationally and internationally through award nominations*
- ▶ *Enhance supports for attending and presenting at conferences*
- ▶ *Improve ability for Brandon University to host conferences and symposia*
- ▶ *Increase research and grant application support to Faculty*

Celebrate our own success internally and locally

Potential approaches:

- ▶ *Implement employee recognition program*
- ▶ *Increase support for communicating employee success*
- ▶ *Inaugurate an annual BU Awards Gala*

Community

COMMUNITY VIBRANCY

Brandon University can be a focal point in the community, and a hub for intellectual, physical, and cultural activity.

Expand our offerings to the community

Potential approaches:

- ▶ *Establish additional life-long learning opportunities both on campus and remotely to serve our community*
- ▶ *Develop School of Continuing Studies to attract life long learners*
- ▶ *Increase partnerships with local industry, social service agencies and community groups*
- ▶ *Through consultation with local Indigenous leaders establish an Indigenous Advisory Council that advises the President*
- ▶ *Explore opportunities for shared residence space for Indigenous high school students, including the use of BU Indigenous students as Residence Life Advisors*
- ▶ *Working with Indigenous Leaders design and offer Mini U programs for Indigenous youth, taught by Indigenous BU students*

Bring new events and resources to the community

Potential approaches:

- ▶ *Pursue hosting opportunities for major events, especially at off-peak times (ie Summer Games)*
- ▶ *Support and expand existing offerings, including at HLC, School of Music, Sutherland Gallery*
- ▶ *Expand public access to facilities like Harvest Hall, Evans Theatre, Innovation Zone 3D printing lab, Observatory*
- ▶ *Expand public welcome and learning space in a new or renovated Science Building*

COMMUNITY SUCCESS

Brandon University does best when all of our communities also prosper around us.

Lend our expertise and resources to meet community needs

Potential approaches:

- ▶ *Increase participation in community boards and groups like BUAPC and Brandon First, among others*
- ▶ *Develop an 'Experts List' for media, public, and other organizations to consult as resources*
- ▶ *Set examples through on-campus innovation that can be copied elsewhere in the community*

COMMUNITY ENGAGEMENT

Brandon University can contribute back to our community by engaging more both on- and off-campus

Enhance town/gown connectivity

Potential approaches:

- ▶ *Create and fill an AVP Community position*
- ▶ *Create a unified "front door" both online and in physical space for interested community members*
- ▶ *Design and redesign spaces on campus that invite formal and informal use for the community, including serendipitous spaces*
- ▶ *Improve public booking process of campus spaces*
- ▶ *Improve winter use of campus spaces, especially outdoors*
- ▶ *Enhance year-round campus activations, with more activities (academic and other) at off-peak times*
- ▶ *Support staff/faculty volunteering and participation in community groups, organizations and events*

Ensure Brandon University responds to community needs

Potential approaches:

- ▶ *Update and publicize our Economic Impact Report*
- ▶ *Create a Cultural and Artistic Impact Report to catalogue, publicize and enhance our role as a cultural driver for Western Manitoba*
- ▶ *Establish Advisory Councils for each faculty and in some cases programs*
- ▶ *Grow President's Community Advisory Council*

Share our story as well as the community's story (raising our profile and the region's profile, while increasing the prestige of both)

Potential approaches:

- ▶ *Invest in major marketing campaigns that trumpet our success*
- ▶ *Encourage and train faculty and staff to contribute their expertise in public fashion*
- ▶ *Increase resources available for promotions and brand awareness*



**BRANDON
UNIVERSITY**

**Our cycle of success
builds our braided strength**



OUR CHALLENGES

- RELEVANCE
- PANDEMIC RECOVERY
- SUSTAINABILITY

OUR OPPORTUNITIES

- INDIGENEITY
- MENTAL WELLNESS
- EQUITY, DIVERSITY & INCLUSION

CANADA'S FINEST REGIONAL UNIVERSITY

BE AGILE • BE COURAGEOUS • BE INCLUSIVE

WORKING TOGETHER AND GROWING



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