REPORT OF THE SENATE COMMITTEE ON UNIVERSITY PLANNING

(SCUP)

Renewal of the University Strategic Plan

FOR INFORMATION

1. **Renewal of the University Strategic Plan**

Recommended: The Provost will give an oral report at the meeting. The slides are attached in **Appendix 1**.

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Renewal of the University Strategic Plan

In the fall of 1995 Western's Senate and Board of Governors approved *Leadership in Learning: Western's Strategic Plan*. . Significant themes in *Leadership in Learning* were:

- Actions to improve recruitment of excellent students such as reducing the first year class size to 3750, building residences to accommodate all first year students wishing a place, creation of entrance scholarships for students with high secondary school averages, increasing course offerings to offer students greater choice and enable a first year course guarantee
- Development of faculty through an emphasis on performance evaluation and merit pay
- Amalgamation of Academic units and of Support units, and selectivity in budgetary allocations

In the fall of 2001 Western's second Strategic Plan appeared with the title *Making Choices: Western's Commitments as a Research Intensive University*. Priorities identified in *Making Choices* included:

- In each academic unit, identification by stakeholders of areas of priority through the development of Academic Plans that would then be used to guide budgetary and planning decisions
- Expansion and renewal of the professoriate, with special regard for increasing representation of women
- A continued focus on enhancing the quality of undergraduates students and a restructuring of undergraduate programming
- Maintenance of a cap of between 4200 and 4500 on first year undergraduate enrolment and expansion of graduate enrolment

Western's current Strategic Plan, *Engaging the Future* was finalized in January of 2007. The commitments in the Plan include:

•Maintenance of a cap of 4350 on first year undergraduate enrolment and expansion of graduate enrolment

•A focus on internationalization
•Enhancement of diversity in the professoriate

•Continued commitment to the use of unit-level Academic Plans to drive differential budget allocations to areas of priority

•Enhancing Western's research profile

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Western's Strategic Plan

The 2007 Strategic Plan was reviewed in the spring of 2010, and this led to commitments to:

•Increasing the cap on the number of first year undergraduate admissions while maintaining or enhancing academic standards for admission

•Increasing the number of international undergraduate students at Western.

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Western's Strategic Plan

We are asking SCUP to solicit advice from members of the Western Community and thereby recommend the priorities to be addressed in a renewed Strategic Plan.

The composition of SCUP makes it well placed to do so. The membership of SCUP includes faculty members, students and staff, as well as representation from the Senate, the Board, and the Affiliated University Colleges.

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Western's Strategic Plan

Drawing on the mandate of the Committee struck to recommend the 2007 Strategic Plan, we suggest that SCUP undertake the following:

•review the mission and vision statements in the 1995 Strategic Plan, *Leadership in Learning*, the commitments set out in the 2001 Strategic Plan, *Making Choices*, and the directions and commitments identified in the 2007 Strategic Plan, *Engaging the* Future, all in the context of the current postsecondary environment;

•identify key priorities which Western should pursue in support of its mission, vision and basic principles;

•examine areas including graduate and undergraduate programming and enrolment; recruitment and support of faculty, staff and students; research; and internationalization; and propose ways to recognize and build on strengths in research, teaching and the learning environment;

•determine Western's placement nationally and internationally in scholarship and learning, and establish effective means to measure our progress in the future.

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Western's Strategic Plan

Timeline

October, November and December:

- Solicit submissions from the University Students Council, the Society of Graduate Students, Alumni Western, the 11 Faculty Councils, Western Leader's Forum, Campus Council, and all members of the Western community

January and February:

- Consider submissions
- Draft an outline for the report

March and April:

- Consider a draft report
- Provide a final draft report to Senate and Board for consideration

June:

- Provide a final report to the Senate and the Board for approval

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Western's Strategic Plan