Integrated Strategic Planning

**Vision ThoughtExchange
Major Themes**

Prepared by Dr. James Mandigo
Provost and Vice-President Academic

ufv.ca

UNIVERSITY
OF THE FRASER VALLEY

Vision ThoughtExchange – Major Themes

BACKGROUND

The **Vision ThoughtExchange** had 210 participants who shared 361 thoughts. The response reflected a broad spectrum of the UFV community, with an even split in participation among faculty (29%), students (29%) and staff (28%), along with contributions from alumni and community members (10%). Participants were asked two questions: (1) As we develop our vision for the future, what do you think are the major issues and trends we should consider; and (2) What should UFV do to cultivate lasting endurance, ensuring our institution thrives well into its future?

The downloads of **all thoughts** and **thoughts by theme were categorized** and ordered as below:

1. Administration (10)
2. Affordability (15)
1. Careers – Experiential Learning (30)
4. Change (20)
5. Community (31)
6. Education (12)
7. Facilities (26)
8. Faculty – Staff (47)
9. Funding (6)
10. Inclusion – Diversity (24)
11. International (12)
12. Programs – Classes (35)
13. Student Experience (17)
14. Technology (30)
15. Vision-Mission (25)

After this initial sorting of data, Institutional Research prepared a table which provides a **summary of the major themes** and a sample of **high-rated, corresponding quotes.** A summary of this feedback also appears in the 2018 – 2019 Accountability Plan. I've re-sorted and analyzed the same data without respect to this table and summary of feedback but have included them for continuity and reference purposes (see pp. 32 – 34). A related, but somewhat different picture of **major themes and sub-themes** emerged from my analysis. I've written a brief narrative

under the first major theme – followed by shorter descriptions under themes two through seven that made sense as I was reading through the statements – and sorted the highlighted portions of statements that stood out as most relevant.

MAJOR THEMES

1. Identity and Reputation
2. Community Relationships, Partnerships and Indigenization
3. Equity, Diversity and Inclusion
4. Internationalization, Globalization and the Environment
5. Experiential Learning, Technology and Innovation
6. Leadership, Administration and Faculty Development
7. Student Success: Access, Experience and Support

1. IDENTITY AND REPUTATION

Statements regarding identity and reputation were, not surprisingly, focused on **who we are** and **who we are not**. UFV is a regional university that must remain a teaching focused institution. It should never forget our community roots, nor lose sight of how we got here and remember that students are our first priority. Rather than trying to mimic or compete with other BC Institutions, it should differentiate itself by creating its own path and niche: positioning itself as THE University for Fraser Valley students, while also promoting UFV as a destination university in BC. Relatedly, some participants also expressed concerns about how the University is perceived. Some thought UFV suffers from the **stigma of being a commuter college** and should shake that image by keeping students on campus longer. We should **build upon, celebrate and promote UFV successes (e.g. athletics)** so Fraser Valley students should see UFV as "their university."

Comparisons relative to other BC Universities

- **Our legislated mandate to be a "special focused, teaching university."** In some ways, the restrictions this has placed on us has insured our continued focus on students, but it's also been limiting.

- **Recognize the need for differentiation in the education sector.** One school cannot be all things to all people. I came to UFV for the small classes and professors dedicated to teaching.
- **Differentiate** Use a competitive advantage to attract students, faculty and staff
- **Create our own path and niche,** don't try to mimic another BC institution
- **Remain a teaching focused institution.** UFV will never compete with UBC etc. for research so why not continue what we are better at and that is teaching. Keep small class sizes.
- I think that it's very important for us to examine the origins and evolution of UFV, so that we don't lose sight of **our mandate as a 'teaching' university.** There are forces at UFV which would try to turn us into a 'mini-UBC', which is impossible given a seven-course load. Students are our priority.
- **UFV needs to decide what we will be known for in an increasingly competitive, crowded, and global educational marketplace** Resources must be channeled to help dominance in our chosen niche. Limited resources mean competition with UBC or other huge players is not realistic.
- **Avoid temptation to mimic our Provinces Traditional Universities like UBC / SFU.** Good undergrad courses not informed by (original) research. Important for our students and guided by legislation. Best to carve out our own teaching / learning focus and priorities.
- **Grow as a Community and practical skill focused Teaching University.** We currently have the ability to compete with other polytechnic. We need to focus on developing comprehensive programs that meets the workforce demand

UFV as a Regional University

- **Focus on values and mission.** We can't let less important things drain our energy and resources from doing what is most important.
- **Position itself as THE University for Fraser Valley students.** Get the name out there, work for public transit, work on reputation. UFV has a lot of potential.
- **Continue to promote UFV as a destination university in BC.** Build reputation and awareness.
- **Focus on getting more students from the lower mainland** It shows commitment to the local people and students. This is an appealing aspect of picking a school to this generation.
- **Our place in the university community, we offer programs that other local universities do not, and we need to embrace that and promote that**

- **The demographic, economic, and social development of the Fraser Valley.** We are a regional university. Most of our students come from the area. We are a hugely important part of our communities.

- **I believe that it is important that UFV keep its programs relevant to the job market and competing universities.** As a student living in the area, I want to attend UFV and stay in my community, but if programs to further my career are not offered, I cannot.

- **Never forget our community roots.** We are here because of the efforts of our community and we should be responsible to it. I chose UFV over UBC because of this.

- **We must continue to offer premier instruction for local students, where their needs are prioritized.** Our roots are as a community college serving Abbotsford, Mission, and Chilliwack communities, where we have been embraced. We must not forget this.

- **Demographic Trends** People are moving to the upper Fraser valley from Greater Vancouver. They are bringing their children here and they will need higher education.

- **Recognize Your Audience** UFV has the asset of small classrooms and an appeal to those who live in the Fraser Valley (and Surrey and Langley) for education. Know your identity.

- **Focus less on how you can beat other institutions, and more on how you can contribute to collective well-being and education/teaching.** We are one Humanity, and all share the same Earth. Each of us can add something new/more to it. That is a great mission for an institution.

Perceptions of UFV

- To create a stronger sense of community**. UFV gets labeled as a commuter college** and suffers from the stigma that follows the label

- The university needs to put the interests of students first and increase student involvement on campus outside of classes. The university needs **to shake the image of "commuter college"** and provide its students with more facilities so that students stay on campus longer

- **More advertisement about advantages of being a UFV student, and presenting the abilities of the professors, staff and research and labs equipment.** Introducing UFV better for people and specially for high school students to encourage them to choose UFV for continuing their education.

- **Making UFV a community to live, study and play.** Enhances the reputation and community building of UFV.
- **Celebrate our successes** Ensure the successes of students, faculty, and staff are recognized globally
- **Build upon UFV successes - e.g. athletics** Fraser Valley students should see UFV as "their university."
- **Have a few departments that we focus on more so than others - This way we are well known for that certain program.** We need programs that people know are only offered at UFV (i.e. SLAIS program only offered at UBC). Having desired niche programs would be great
- **That we maintain and improve the quality of education.** We can only remain relevant if we maintain high standards for education and constantly strive to push and improve upon it.
- **Accessibility vs Achievement** Does UFV want to be accessible to all types of students, whether high performing or not? Or does UFV want to focus on excellence/high performers?
- **Holism of Education in Society** The self-image not of the 'ivory tower' but coming from a place of humility to empower students to recognize education comes in all shapes and forms.
- **The Applicability of Education** It's a detriment to advertise education as a way to "get a higher pay", I would like to see UFV emphasize on the societal significance of learning.

2.   COMMUNITY RELATIONSHIPS, PARTNERSHIPS AND INDIGENIZATION

Part of who we are is recognizing where we come from, how we got here and how to continue to build on what we do well moving forward. Key sub-themes include: Building Meaningful Relationships with Entire Community; and Developing Strong Ties with Alumni, Local Businesses and Government.

Building Meaningful Relationships with Entire Community

- **Continue to build meaningful and personal relationships with students, faculty, staff, and all external stakeholders.** Ensure we are aligned with our local community in terms of the role of our university We depend on our local community for support

- We are a resource for **the entire community - we need to be in the community. Physically, emotionally, and literally.** Knowledge needs to flow in both directions - we cannot just be a vessel which holds knowledge, we need to be a conduit. Connecting Ideas and people

- **Partnerships with Community** Intertwining classroom learning with community experience more deeply will affect students to greater positive societal and individual changes.

- **If we serve our community well, they will serve us.** If we are seen as being an important part of the community - the community will advocate for us

- **Healthy communities** UFV should be a leader in personal health responsibility and address public health issues (ageing population; access to healthcare).

- **Faculty members should be consciously engaged in the UFV communities, not part of an academic elite.** Professional employees who reside in the Fraser Valley communities really become the "faces" of the University in their communities.

- **Continue to develop strong community relationships.**

- **Strengthen our community ties to indigenous and cultural communities in our region** the community needs to know that UFV is an economic engine, an educational institute of excellence, a partner in building safe responsive communities

- **Indigenous knowledge and approaches** Sustainability, holistic understanding, justice, belonging, place-based wisdom, settler humility

- **Indigenizing the university and curriculum** Because we are morally to respond to the TRC calls to action. As an educational institute, we should value social justice and equity

- **Student funding support and more indigenous resources/awareness** Because these are two things that go hand in hand but also are very important to me, and many other students

- **Indigenization** Continue work towards including indigenous content and worldview in everything we do.

Strong Ties with Alumni, Local Businesses and Government

- **Value alumni** Our alumni represent UFV wherever they go; they are an incredible resource.

- **Generate wealthy Alumni so they can give back the institution. This means networking students into more lucrative work.** Because UFV is cash starved.

- **The relationship between a university and its students and alumni,** which is an important factor of a higher education institution education.
- **Create Community Relationships** Create partnerships with local businesses, government, and all fields in order to give UFV students local job opportunities.
- **Create strong partnerships with local business** for practicums, co-ops, and work studies
- **Partnerships & Collaborations** Working with community partners is key to creating a space that isn't just a University but a centre for the community
- **Strong partnerships with community**
- **An academic focus is important, but it will be our application of theory within our communities where our communities will see our value to them.** We must build strong links between our theory and those we serve. There needs to be a balance between theory and application.
- **We need to think of every member of the communities we serve as learners and how we can serve them.** Lifelong learning in the formal classroom and outside need to be linked.
- **Invest in connections** Connection to communities, both face-to-face and through state-of-the-art technology, is vital to our relevance and endurance.
- **Our endurance is tied to the endurance of those we serve.** If we help build a resilient community of lifelong learners our community will develop the resilience necessary to adapt to a changing world.
- **Expectations regarding post-secondary education are changing, and we need to find new ways to engage and collaborate with our communities.** We need to remain relevant to our students, our communities (industry, business, taxpayers, government) and long-term sustainability

3. EQUITY, DIVERSITY AND INCLUSION

A central part of this narrative must include putting people first, allowing them to live in work in a place where they are valued, treated fairly and respectful of diversity. Key sub-themes: fair and equitable treatment; freedom of speech; and diversity and inclusion.

Fair and Equitable Treatment

- **Fair treatment of all employees in the workplace** more opportunity for education development for full time employees

- **Treat all fairly** We all need to feel comfortable, not matter what religion, sex, job standing

- **Foster a culture of open mindedness and respect.**

- **Better treatment and opportunities for casual/contract employees,** Sessional faculty, auxiliary staff, and contract staff are not given the respect or fair treatment they deserve.

- **I have witnessed unfair treatment, bullying, harassment from upper management** being taken seriously and having issues dealt with, not pushed under the table or ignored

- **Implement some form of accountability such as that of an ombudsperson (external).** Would provide a sense of increased safety in the workplace for all employees.

- **Listen to students, faculty and employees**

- **Need to reduce toxic workplace, harassment, bullying, and mob culture. This has largely been unchecked, and with minimum lead-by example.** All participants need to have voice and input. When not safe, voices are suppressed.

- **Make UFV a place that is more respectful to its employees in all departments. Solve issues once and for all.** There are still negative effects of the failed contract when departments in science (workload lab value) and business (overload) where singled out

- **Listen and respond accordingly to the needs of faculty, staff, students, and communities, within reason and with the means that are in our control.**

- **Talking to upper management and union reps but not having issue taken care of** helps employee to feel cared about, not like the person with the issue is the problem because they are not upper management (or the stronger employee)

Diversity and Inclusion

- **Respect for human diversity is central to the mission of the university** It is who we are.

- **Inclusion and Diversity** This is the spirit of the times and it would be great to see UFV position itself as a forward-thinking institution on this matter.

- **Inclusiveness** Ensure UFV is known as an inclusive, safe, respectful institution that provides space for various viewpoints in an environment of academic freedom.

- **Diversity** It enables us to relate to people from different cultural backgrounds. Making the school a better community

- **Diversity is Faculty, Staffs and Student** This is important because it strengthen our community- UFV and grow our global ambassadors that will eventually put us on the global education map.

- **The major issue we are trying to avoid will be "narrow-minded" and "short-sighted" in the management team, faculty and staff.** As a regional university, UFV shall play an important role. Diversity (in academic, profession, administration) will make us survive in the long run.

- **Intercultural communication and cultural humility** in a diverse world, folk need to respect diversity and difference

- **Focus on building a diverse and accepting community.** People want the right to have their view, but they find it much harder to be accepting of others who don't share their own view.

- **Social Justice & Social Responsibility our roots** undergraduate education excellence

- **We need to be educated about racism. We need to understand whiteness as a racial identity.** In order to pursue understanding/knowledge and ethical practice, both of which are central to a university's mission.

- **Collegiality, community. We need to make the university and curricula inclusive and welcoming to all people, for example, people who identify as LGBTQ2** Again, this is about morality, social justice and equity. As a post-secondary education institute, we are obliged to take action.

Freedom of Speech

- **Those with religious beliefs are being belittled in some classes. That should stop.** Religious freedom is just as important as other freedoms. We are all people and kindness should be available to everyone in every discipline.

- **Just because I have an opinion doesn't make me a bad person.** Extreme ex: If someone were a Trump supporter don't hate on them or make them feel attacked. Have a conversation. Politics, religion, etc.

- **If I have a religion, it should be welcomed. Religion should be encouraged, not banished.** Why would you take away someone's beliefs? How are we supposed to learn if we can't talk about the things that are THE MOST IMPORTANT to some individuals?

- **Always being politically correct is one of the dumbest things I've experienced.** How are we supposed to learn about a variety of opinions and sides if all we are taught is the most liberal point of view!?!??!

- **Teachers should not force their ideas, values, or morals on their students. I have my own too...** Everyone has a right to their own views. The teacher is NOT always right. (Especially in sociology courses)

- **Freedom of speech PLUS critical thinking.** Let's not attack others with differing opinions. However, let's also encourage our students to think critically about what they hear.

- **With limited campus capacity, what should our student body look like?** It is important to consider diversity and access for all nationalities

- **Top priority at a university needs to be delivering a rigorous and worthwhile education.** This should be the vision for UFV. Not diversity and inclusivity.

- **Students choose what to learn, and how to learn with maximum flexibility** Learners have unique needs, interests and circumstances. Creating a lifelong learning environment that is responsive to this diversity is paramount.

4.   INTERNATIONALIZATION, GLOBAL CITIZENSHIP AND THE ENVIRONMENT

This acknowledgement of diversity and inclusion at our core is important for reasons that have to do with, but are not limited to, rapid changes in an ever diverse and complicated world. We need to prepare global citizens who contribute positively to society. Key sub-themes: International Education; Preparing Students for a Global World; Environmental Sustainability and Climate Change.

International Education

- **A close look at the mission (and financial model) of our International Ed (including any other profit-driven entities). May require budget reduction.** Issues will likely continue to arise while we have "profit driven" goals interfering with our core mission of providing public service to our region.

- **Reliance on international students for increasing proportion of funding** Provincial government should restore (increase) higher levels of PSE funding so post-sec institutions do not have to seek as much external funding

- **Less dependence on revenue from international students.** This source of students can easily and quickly decrease if e.g. visa requirements change More provincial funding. I do not understand why PSE institutions/leaders are not more forceful in expressing the damage that underfunding is causing.

- **Issues and trends relating to international students** It is crucial as the vast influx of international students continues to rise at UFV and as a fellow student, it has become increasingly frustrating.

- **Amount of International students in comparison to domestic** Diversity and Inclusivity is important-but I believe there is beginning to be an unequal balance b/w international and domestic student.

- **The need to ensure that the proportion of International Students** in each classroom is enhancing the quality of undergraduate education offered at UFV.

- **International student recruitment and enrolment** Unfortunately too many international students are not prepared for university level work.

- **Make UFV relevant internationally** Attract more international students from various communities to remain relevant, grown revenues and student diversity

- **High standards of education to sustain/improve UFV's reputation as a high-quality educational institution.** Many International students do not have the skills to succeed, compromising quality of education for them and domestic students

- **This University should stop treating international students like a cash machine...** because all students deserve a high quality of education, not a high availability of credential sales.

- **Students are students, not a commodity.** Treat us as people and not solely economic actors or means to a paycheck. University is for culture, not for production.

- **Internationalizing** International students are an asset in the classroom. We need to embrace a more global approach to our programs

- **Criteria of having ONLY 8 seats for international students** as the number of international students is increasing drastically, the seats are too less for international students

- **Allow international students an option to pay for minimum 3 courses instead of 5.** Affordability is a major aspect we need to consider for students. Why can we not just have a fixed payment for 3 courses minimum instead of 5 courses

- **UFV needs to reform its rules and regulations to make education for international students more affordable and give the students more flexibility.** International students at UFV are obligated to pay a flat fee for 3-5 courses forcing students to overload themselves with academics alone.

- **Need to get more helpful staff members at internationals** Students are new and expecting humble welcome from their school

- **Support for International Students** International students are thrust into courses they aren't prepared for and then fail or cheat to survive.

- **Grade equivalency chart (Grade 12) for India should be changed.** The minimum requirement as per the current chart is very low.

- **Rising international enrolment with insufficient supports to help these students succeed.** Because they make up a significant portion of tuition costs and deserve a better, more supportive environment

- **I think we need to consider our student demographic and ensure we are meeting the needs of both our domestic and international students, by providing** them with programs that assist them with achieving their long term personal and educational goals.

- **Immigration and skills development** Many of the service, manufacturing jobs in the valley will be filled by new immigrants; UFV should help support workplace/ academic transitions

Preparing Students for a Global World

- **I think that UFV has to prepare students for a world where the stage is global and the problems are fierce: global warming, forced migrancy (war and** climate change), a shrinking middle-class. The older routes to that middle-class, traditionally provided by universities, may be inadequate.

- **Continue to deliver quality education on a global scale.** This will prepare alumni for their roles as global citizens in the challenges of tomorrow.

- **More than ever we need to be preparing citizens who are accepting of diversity and prepared to lead our communities.** We live in an ever diverse and complicated world. We need to prepare citizens who contribute positively to society.

- **Our world is changing more rapidly than ever before.** Building a community of lifelong learners is the best way to create an innovative and adaptable community that can respond to the changes.

- **Migration/immigration/demographics** Societies are going through rapid change: how do we ensure UFV students, faculty, staff, admin, and alumni participate as effective global citizens?

- **Education for responsible citizenship built on core intellectual and emotional competencies.** Our graduates need specialized knowledge, but they also need to find work, contribute to the public good and live with personal resilience

- **UFV always says it wants to promote interdisciplinary & multidisciplinary projects but in my experience, these are rarely brought to fruition** such courses/programs/projects promote inclusivity & more comprehensive world view

- **Integrity** Corruption has destroyed the economies of many countries – plunging citizens into poverty and war. Let's promote integrity in all areas of study.

- **Global inequalities, environmental, and scarcity issues are the biggest issues and trends the university should focus on.** The fate of all local communities everywhere will depend on dealing effectively with these issues.

- **The growing inequalities and scarcities in the world** Because these issues impact the most people

- **Adapting to an increasingly tech-driven world, 2. reducing environmental impact and educating students to be stewards of our local/global community** 1. Stakeholders need to be prepared to work with complex, quickly changing tech, 2. if we don't change our ways, no world where UFV could exist

Environmental Sustainability and Climate Change

- **Environmental Sustainability** This is more than an operations pledge. It's about focusing on ways to make our communities more adaptive and resilient.

- **Climate change** Perhaps the most significant issue facing all of us. It is our responsibility to provide leadership, deliberately, and not in piece-meal fashion.

- **A sustainable environment in which students learn about the reciprocity of all things** We are on the cusp of extreme environmental challenges that will amplify existing socioeconomic and cultural challenges. Our students need to be bold

- **Ecological sustainability, minimizing ecological footprint** for everyone's well-being and survival. **Global climate change** Affects all aspects of society, here and elsewhere

- **Sustainability** Understanding climate change and learning to prevent & adapt to the consequences of it, both in our jobs and personal lives, is vital moving forward. **Climate change** This is obviously a bigger picture idea, but if climate change is not addressed generally, then UFV will not exist in 50 years because humanity won't.

- **Perhaps create a permaculture-based community garden? Some way of growing and providing food on campus beyond fast food joints.** Food sustainability is a big issue. Current monoculture-based corporations providing us food is not a long-term solution. We must grow locally.

- **Technological advancement, Global warming**

- **A greater focus on future job and career building involving Environmental Stewardship.** Environmentalism is vital for addressing Climate Change. This includes such topics as Animal Ethics, Veganism, Low Impact, Conscious Consumerism etc.

- **Practice sustainability in campus design and food systems.**

- **Save the Planet** Obviously this is a tough one, but UFV won't thrive well into its future if climate change destroys humanity

- **Shift to more Locally based Foods, or even grow some on campus.** Where and when there is available food, people are more likely to stay & feel satisfied with their basic needs met.

- **Build beautiful buildings that are made of sustainable materials and are worth preserving and/or rebuilding as needed.** Because this avoids waste and creates a physical environment that people care about.

- **A focus on Climate Change tactics will be essential not just to UFV's survival, but to all of us.** By providing evolving info & encouraging debate and problem-solving in this topic we can create more conscious awareness.

5.   EXPERIENTIAL LEARNING, TECHNOLOGY AND INNOVATION

Internationalization, Global Citizenship and the Environment aren't the only challenges facing students. UFV needs to ensure that students are ready for a competitive marketplace, are job ready and have experience in the kinds of skills that appeal to employers. Key sub-themes: Experiential Learning, Technological Development and Change; Innovation, Creativity and Future Programming

Experiential Learning

- **The need for more hands on/experiential learning** the workplace is getting more competitive and to enter the workforce proving that you have real life experience performing certain tasks is important

- **Experiential learning** Ensuring that each program has an experiential learning component so that students can get hands on, real world perspective and experience

- **Major issue is ensuring all our graduates are workplace ready.** While faculty may be thinking their disciplines are not designed to teach skills - UFV students are seeking better lives through being able to gain work!

- **Hands on experiential learning** the jobs of tomorrow require flexibility and training that increase critical thinking. Hands on learning is the highest on Blooms taxonomy.

- **Learning within and out of class are not mutually exclusive** Break down barriers to learning don't build complex structures that only those of us in the university system understand

- **Students want to gain experience prior to graduation. Having an outlet for all students to know where they can find a desired position**

- **Experiential Learning - co-op's** Employers expect experience as well as education.

- **Learning must impart skills that are readily identifiable by employers as useful. These may be experiential or theoretical and easily applicable** There will be a worker shortage and employers need people who are ready on day one of their career. Government is pushing this, other schools are too

- **Hands-on learning** Experiential learning should become a priority. Less "lecturing at" students, and more hands-on learning.

- **Programs that will result in employable graduates, both in terms of growing industries and desirable soft skills.** Most people are looking to get an education to improve their job opportunities

- **Setting students up to succeed when searching for good paying jobs in their respecting fields.** British Columbia is arguably the most expensive province to live in. Students need practical skills and on the job experience to secure a position.

- **Hands on experiential learning** the jobs of tomorrow require flexibility and training that increase critical thinking. Hands on learning is the highest on Blooms taxonomy.

- **Being ready for the workforce** So that stable careers are built for alumni

- **Technical preparation for work** career readiness in specific areas is, in my view, more important for UFV's clientele than general education **Job market and the economic growth of BC** University should be developing the required workforce

- **How do we ensure students receive an applied education that equips them with the skills and experience to successfully enter the workforce?** Skills may matter more than degrees in the future due to technological progression and disruption.

- **A greater focus on future job and career building involving Relationship Skills.** Many of today's issues are caused by poor understanding- leading to conflict and war. Let's focus on more classes to build empathy & compassion

- **Adaptability.** We live in an age of accelerations (Thomas Friedman), we need to be responsive to changing global demands and foster adaptability in our students.

- **Focus on employability and setting students up with the skills they need to be successful in their careers.**

- **Address the career preparation needs of the Valley student population** entering the workforce successfully is a higher need and goal for most than becoming a generally educated person

- **Teaching essential skills**

Technological Development and Change

- **Need to better utilize technology** UFV is still very manual paper-based institution and we need to grasp the future and be innovative with technology.

- **Preparing students for workforce needs that we don't yet know or understand.** Like it or not, we are partly valued in our communities for the perceived contribution we make to workforce preparation.

- **Technology: we need to be leaders in the development and use of technology in education, not behind the times trying to catch up.** As useful and important as we think technology is in 2019, we can't even imagine yet how much bigger it will be in 10-20 years.

- **Technological change** Managing technological change: pedagogical, budgetary, human, social, and economic perspectives.

- **Major technology trends like AI Augmented Reality and Automation.** University should be prepared to drive the technology changes and it will more knowledgeable graduates.

- **Growth in learning areas needs to be included in our visioning - AI, Digital tech, Cultural Competencies, Robotics, Environmental,** we need to stay ahead of the curve and build thoughtful practices around learning needs of future students and as contributors to the world economy

- **Adapting towards the increased use of technology in the classroom** Promote the hybrid use of online & in-class learning & embrace the technological increase. Otherwise, UFV will be left behind

- **Developing critical thinking and analytical skills** Very disappointing to see this forum used for so many operational complaints e.g. food choices, class scheduling. Read the question!

- **The importance of digital learning** We are far behind other institutions in terms of online learning. We need to expect the digital as an essential, effective and efficient learning space

- **Improved technology** Consistent Wi-Fi, update computer labs, more outlets & charging stations, improved online shopping for the bookstore, Banner upgrades

- **Need to enhance technology in the classroom (labs, shops, etc.) and modernize our administrative systems.** Students expect it and will go elsewhere if we are seen as lagging or not able to provide cutting edge education.

- **In this on-line, Google world, UFV should expand its reach using technology. Bricks and mortar should not be a barrier to access.** MOOC's can and should be encouraged – even with talented and motivated senior secondary students.

- **Technology and the changing classroom.** If enrollments are declining, we need to think of ways that we can reach more students...online or video conferencing...Virtual reality

- **Budgeting Money** Installing $1000 touchscreens in the classrooms is a phenomenal waste of money. None of the teachers I have had enjoy using it.
- **UFV must consider technology and how people learn.** Students are using (non-UFV produced) YouTube videos or online assets to augment "official" University education. Need sanctioned methods to assist
- **On-line education, Use of technology in education and the MOOCs**
- **Ensure we develop the technological capability and programs that allows us to compete with other universities** We will be left behind as other universities develop non-traditional methods of delivering their programs
- **ONLINE COURSES** So many lectures can just be offered online. Students have to work; I would take so many more classes if they were online.
- **Enrollment in hybrid courses will continue to increase, (gathering inside the classroom only happens several times a semester, the rest is on-line)** More course offerings without increasing space inventory (to reduce wait lists) Create classroom buildings with various well-equipped group study spaces.
- **Gaming and Computer Programing** Both of these are multi-billion-dollar industries that will only continue to go over time so it would be wise to invest in programs and partnerships.
- **A greater focus on future job and career building involving Virtual/Augmented Reality.** Virtual Reality is our next Online Revolution. It is the successor of the Internet and is set to become our next way of life.
- **Online learning** as far as I know, UFV has not developed any full programs that can be taken completely online - why not? Especially relevant for Master's programs
- **Need to consider advancing technology.** Health care considerations are AI, virtual doctors & nurses
- **The Gig Economy** Some sources say by 2022. 40% of US jobs will gig. Will that be an issue in post-secondary courses/programs and employment?
- **What about the techno-sciences? They will be in high demand because of phenomena like climate change. How can literature contribute to science?** Science programs could be much improved with a more vigorous humanities component, the aim of which would be to teach students to contextualize.

Innovation and Creativity

- **Find a way to help those stuck in a community college mindset to think more like a 21st century university.** It was shocking to see comments being made during this visioning exercise about small details/minor items – sad there is lack of Big Picture thinking

- **Always looking to be on the leading edge of programming, faculty development, and learning methodology.** The diversity of training options is only going to grow, not diminish. Competition puts UFV at risk.

- **Stay on top of emerging trends and act accordingly to the needs of potential and current students** If we stay with the status quo we risk of being irrelevant

- **Be innovative about generating revenue because of government lack of funding** Because UFV doesn't have enough money to do all the things it wants.

- **Invest more in becoming a research-based institute.** Industry innovation and ideas have many a times come from institutes that have strong investment in research faculty.

- **Be the best you can be! Strong and dynamic undergrad programs should under-gird any post-graduate programs.** Build the graduate studies superstructure on a solid undergraduate foundation.

- **Part of our dilemma is 'research'. We must engage in scholarly activity, but what are the fair expectations of publishing when faculty have a heavy te**aching load unlike the traditional universities? I worry that in addition to teaching 7 courses, many faculty may feel pressured to publish.

- **Ensure funding. Look for innovative sources of funding.** It will be difficult to sustain our programs without continued growth in funding.

- **Support and encourage innovation. Ensure that our students get top notch service from beginning to end.** Word of mouth is a big marketing strategy and students will tell others...whether it is a good or bad experience.

- **That UFV stays true to its roots at the same time finding innovative ways to grow and keep up with the demands of a changing student body.**

- **Build a strong culture that nurtures our values along with innovation and creativity** A strong culture facilitates progress

- **Foster creativity in the university and the community. Invest in arts education** Because these

skills and occupations sustain human communities and allow them to do something other than consume.

- **Be bold and ambitious.**

- **Aging of the population, and workforce specifically** We need to find innovative ways to support prior training that does not rely solely on the PLAR process. PLAR is too tied to disciplines.

- **As well as horizontal integrations, (text to text) we might think about vertical integrations.** The question for me is what can literature add a program in environmental studies or international or peace and conflict?

- **Let's think about text-based studies globally: literature, languages, communications. Could we find ways to integrate these disciplines to create a** program that is based on literacy in all of these areas?

- **Retain a variety of perspectives and content in English courses.** It is important for students to be humbled and confront many worldviews. Indoctrinated learning is not truly learning.

- **Because I'm from the English department and have worked with texts all my academic life, I am interested in new configurations of text-based studies.** In a multi-cultural society, the English canon needs to be tied to contemporary societies.

- **This is a continuation of the above: I don't mean that we shouldn't teach Beowulf, but that we need to contextualize it internationally.**

Future Programming

- **We need to think beyond the disciplinary silos to prepare students for this century. Peace and Conflict studies is a great example or a new program.** The world is in dire need of people who can deal with conflict and think internationally.

- **Consider the educational foundations needed for our future students.** Build foundations that are both dense and broad enough to be widely applicable over time.

- **"Borderless" education - mobility across programs, institutions, etc.** UFV must consider micro credentials, stacking of credentials, recognition of prior learning, transferability, etc. To allow for student mobility

- **UFV needs to become more proactive to current issues, and less conservative in their stance towards controversial subjects such as drug use.** It is important that UFV leads our community in the latest research that demonstrates effective systems and supports,

- **Need to focus on collaboration** Future is about collaboration and no one works in isolation

- **Make everything count - there should be a system for people to get credits for some continuing ed courses that could eventually lead them into a program** People's time is precious

- **Have concentrated courses during the regular semester - fitting in two back to back** If we can do it in the summer, we can do it the rest of the year

- **Rather than emphasize hard work & grades focus on encouraging students towards personal choice & self-confidence in their strengths/talents.** Our species' future won't be in trying to reach a job or standard just to get by- it will be in how we can each use what we have to contribute to all.

- **Students applying their disciplinary skills to collaborating around big questions** Learning to collaborate and problem solve in teams forms the basis of our survival as a species

- **More Post graduate programs. Online options for education and psych in particular**

- **Flexibility, room for growth** These are not 'issues' or 'trends' as no one can be sure what they will be, so I think it's not useful to predict.

- **Need to develop nurses who present with sound critical thinking and clinical judgement abilities.** In order to provide evidence informed practice in a variety of settings.

- **Need to develop nurses with high level leadership abilities.** In order to effectively work and lead interdisciplinary and interdisciplinary teams.

- **The meaning of life** People need meaning to live life well. Pursuing one's own gain, liberties and interests is a hollow goal. Is there a deeper meaning to life?

- **Less Funding for Arts, more for Science** Art history and the humanities contribute a lot less to society than mathematics, biology, and other technical subjects. UFV needs to shed its restrictive mandate so it can grow and adapt as a 'full' university.

- **Need to develop nurses with a high level of professionalism.** In order to provide excellent care to patients/families/groups/communities.

- **Cannabis university and college courses,** It's the largest growing instinct the world

- **Continuing education courses in Al aspects of the emerging cannabis industry** 150,000 vacant position right now in Canada

- **A cannabis focused education program for all employment opportunities in Canada and the worldwide legal cannabis industry** It will be greater than 7 trillion dollars' industry

- **Fostering creativity as well as historical and ethical understanding.** These competencies will allow communities to remain strong and resilient in the face of change.

- **UFV has a narrow view of the role of university education as worker production.** There are many reasons to go to university. jobs are one. Many students attend because of passion for education. Don't lump everyone together.

- **Non-physical human needs include needs for meaning, purpose, connection, belonging, expression.** The arts, humanities, and social sciences support the satisfaction of these needs over the long term.

- **Trades Program** Open some of our trades program to new immigrants/international students. No doubt they form the bulk of our community population and that percentage will increase

- **Run early entry programs for students still in secondary school - to take credited courses in the summer starting after grade 10** Some students are motivated and ready and more likely to choose UFV

6.   LEADERSHIP, ADMINISTRATION AND FACULTY DEVELOPMENT

This is going to require strong leadership that is responsive to change and supportive of all employees, but particularly faculty. Key sub-themes include: Organizational Structure; Leadership, Hiring and Administrative Support; and Faculty Recruitment, Retention and Performance.

Organizational Structure

- **Separate those administrative roles that support our academic mission from those administrative roles responsible for workplace health.** So that issues of a healthy workplace can be better prioritized.

- **Change reporting structure of Human resources department. Leadership in HR best not report to leadership of our academic mission.** If our academic decision makers are the same decision makers as those in human resources, there may be increased risk of toxicity / fear.

- **We should make learning outcomes a director/dean level decision** Not doing this is blocking the indigenization process

- **Decisions about learning outcome changes, should be made by deans and directors** Deans and directors can ensure that learning outcomes comply with UFV institutional standards, and the standards of our accreditation body.

- **Make learning outcomes a director/dean level decision** the path or a course outline, and how long it takes to approve, is impeding innovation in response to changing community needs.

- **Allow deans and directors to approve changes to learning outcomes.** This efficiency will allow UFV to be nimbler in our response to changing global context.

- **My idea is for the central university to delegate the approval of changes to learning outcome to deans and directors** This will allow us to respond to changing community needs

- **Program reviews and program implementation** Regular review to ensure programming remains current and relevant; and to identify potential gaps/opportunities.

- **The time for approvals from central university systems is absurd. i.e., learning outcomes should be a decision made at the dean/director's level** Being nimble and innovative, and not turning into a stagnant swamp of bureaucracy

- **Revisit the Depart Head model. Provide real leadership** It is impossible to help departs. move forward when managed among colleagues. Huge lack of vision & leadership

Leadership, Hiring and Administrative Support

- **Continue the high-profile activities of the University Leadership Team** the President and her senior staff must be engaged in the university communities.

- **Build an effective, balanced, and fair administration team** Leadership is crucial to UFV's future. Including different professions' rep in the top administration team will ensure all voices heard and considered

- **Hire good people and get out of their way - see "Built to Last."** Education is a people intensive "industry."

- **Invest in employees** Foster career growth at all levels and provide health and wellness support. Continue to be an example of positive employer practices.

- **Respond to change. We need strong support for leadership teams who will enable UFV to develop efficient, appropriate responses to change.** We do not want to compromise our core values or quality of service, but we need to be flexible

- **More career opportunities at UFV**

- **Career Opportunities** Let's do more to help students find meaningful work. Each department needs its own careers-focused staff member.

- **Lack of Funding from the Government** UFV will have difficulty paying staff in an area with rising cost of living. $60,000 a year barely pays for living locally.

- **Create long-term employment security for more people...** because otherwise there will be nobody to cultivate lasting endurance or ensure the institution thrives.

- **We have significant labour relations shortcomings that requires improvement.** Strength is people, respect, and common purpose. Currently, we don't have this. Suggested to reduce number of administrators as a start / gesture

- **UFV needs to be more transparent when it comes to contract negotiation and administrative salaries.** It sets a bad example when various constituencies get treated differently.

- **I understand the need for additional administrative support when switching from college to university but now it seems to have grown too much.** There is little explanation given for the addition of new VP and director positions when resources me be better allocated in the classroom. Dialogue.

- **Too much bureaucracy** UCFV, and FVC before that, worked so well because people really knew each and worked together. That feeling of family is disappearing fast

- **Devote more resources to teaching, not administration.**

- **Salary. I recall reading an article in the newspaper about UFV administrators giving themselves a 20% raise recently. What about faculty?** Cost of living is extremely high here

- **How do we generate non-traditional sources of revenue to sustain our university in the future?** We may not be able to rely on traditional sources of revenue

- **Solve the Budget Equation** Faced with limited ways to increase revenue (tuition cap), already reduced expenditures, and flat headcounts - how does the institution remain viable?

- **Being more responsive to change** Being quicker to adapt to change, less bureaucracy, red tape

- **We need to be more meaningful in our SEM. We had established growth and program targets, but these were not informed by the UFV community. It's** important to ensure that what we identify achievable targets, making sure we have the capacity for growth and students are able to complete on time.

- **Time efficiencies for administrative work. Switch to a 5- or 6-week meeting cycle to allow more time to complete tasks and interact with colleagues.** Time to thoughtfully carry out the work needed or develop new ideas is vital. Many decisions are made without adequate consideration or consultation.

Faculty Recruitment, Retention and Performance

- **Recruit highly qualified faculty and staff aggressively. in chosen niche of excellence. Ensure rapid hiring processes in place.** Labour shortages are imminent (boomers retiring) & human capital is key. Resource the promotion and reputation boosting areas of UFV to attract hires

- **Ensure a fair compensation package for faculty and staff** We must have a competitive compensation program to attract good faculty

- **Increase faculty salaries so as to attract more qualified/interested applicants. Very hard to persuade candidates to come to UFV w/high cost of living Resource technological areas: Wi-Fi distance learning, video conferencing, video production online course resources.** Learning takes place everywhere. On phones, tablets laptops. Video conferencing and video assets key to online learning.

- **We MUST be able to attract and retain the BEST faculty. We need leaders in their research areas with first rate instructional skills.** The best undergraduate education can only be delivered by the best undergraduate professors. We need increasing salaries or decreasing teaching loads.

- **I believe the foundation of a healthy teaching and learning environment is rooted in, and encouraged, by quality faculty.** UFV should continue to invest in recruiting, supporting and developing the best and most well-rounded instructors.

- **Invest in tenured faculty - fund education appropriately** Our ratio of tenure-track to sessional instructors is shameful and does speak to our institutions value of education. Take action to fill vacancies.

- **Ensure Associate and Full professors have PhDs and have slightly higher pay scales.** UFV is not on an equal level with other institutions and there is no real indication that doctoral work is valued - this is demotivating

- **Salaries, resources, opportunities** Very hard to attract the best faculty when the pay scale is among the lowest in the country & the classroom teaching workload is among the highest.

- **Recruiting and maintaining engaged faculty** UFV is challenged to compete for quality faculty because of pay and teaching load. SACs often have to settle for second best - hard to be the "best"

- **To maintain and improve education quality, allocate more to hiring professors who are experts in their field.** Many competent profs will not be retained b/c they are sessional. Some classes are also taught by sessional profs who are not experienced in the area.

- **Invest in our people. Support faculty and staff to develop skills and keep current through opportunities like PD, research, publication, etc.** Strong, confident faculty and staff will be better equipped to inspire students as role models and mentors.

- **Institutional Funding** to attract and keep faculty, there needs to be a strong commitment to support them. Not just in wage and benefits but institutional supports as well.

- **Performance pay for faculty** Compensation should be partly based on performance, e.g., teaching quality, service record and scholarly contribution.

- **This University should create pathways to long-term employment for sessional faculty...** because students deserve faculty who are motivated to perform at UFV, not those who are teaching at three different universities just to get by.

- **Faculty need to be supported and made to feel valued more at UFV.** Would definitely boost morale amongst faculty.

- **More Rigorous Teaching Evaluations** Professors that pass probation are only evaluated once every two years in a course of their choice. This is pathetic, we need higher standards.

- **Change the way students evaluate instructors** Research has shown over and over that there are biases in the method and that it becomes even more exaggerated when the evaluation is an online one

- **Time and resources to be functioning academics** Faculty are handcuffed by the community college environment. They need time to practice (research) & stay relevant, as is available at 'universities'

- **Treatment of sessional instructors** limited chances for advancement and professional development

- **Workload. Most University faculty teach far fewer courses than us yet receive higher pay.** Would provide an opportunity to more fully engage in research, etc.?

- **Considering at least partial benefits for sessional instructors.** As there are considerable number of sessional instructors working at UFV, this can encourage them to increase their working performance even better.

- **Respect and support our casual/contract employees.** Sessional faculty, auxiliary staff, and contract staff are devoted to UFV and its students. We should do everything possible to hold on to them.

- **Ensure we attract and select good students and faculty while ensuring programs are in place that support the accessibility.** The quality of faculty and students are important determinants of sustainability.

7.   STUDENT SUCCESS: ACCESS, EXPERIENCE AND SUPPORT

In order to ensure that students are successful, we need to keep their needs at the core of our strategic planning process. Key sub-themes include: Accessibility, Housing and Transportation; Student Experience and Physical Space; and Guidance and Mental Health.

Accessibility, Housing and Transportation

- **Continue easing the pressure of students, and offering the opportunities present at/through UFV.** Rather than UFV being seen as a steppingstone or intersection to success- encourage it as a sanctuary for learning, creating and participating.

- **Expanding course availability** If a required course is only available once a year or every two years, students are not able to proceed in their program or have to seek alternatives.

- **Making courses more accessible to a variety of prospective student's** times are changing and we need a bigger variety of ways to learn and achieve our goals

- **So many courses could be offered online.** People do not always have the luxury to not work in the semester. More courses should be offered online; many other schools already have this in place

- **Affordability** student debt is a huge burden, so keep it as low as possible

- **Affordability** Not only affordability of education, but also housing/living, are issues that will impact UFV's ability to attract students and faculty in the future

- **No vision statement should result in higher tuition fees, cut services (i.e., the Writing Center), or loss of employee security (regularization)...** because otherwise your vision is an insulting waste of time.

- **Lower tuition prices!** Young adults don't need debt to pay off for the rest of their lives. Education should cost a lot less.

- **Keep tuition low. Plain and simple.** We can't become like UBC or TWU.

- **Keep tuition costs low and cut fees for part-time students.** It's crazy that part-time students pay the same fees each semester as full-time students.

- **Decreased tuition fee in the name of organizational efficiency, trust deans and directors to be in charge of the approval of any learning outcomes** the amount of space this would create on the agendas of key meetings, would lead to further innovation across the university.

- **One major issue to consider is access. Is there a way to keep tuition costs down or offer continued/more support for all students?** As a student it was really difficult to afford finishing my education. I didn't qualify for much of a student loan but could barely afford tuition.

- **Sustainable funding supports for students; i.e. scholarships and bursaries** Costs continue to rise.

- **Housing availability.** UFV was a commuter school but with minimal options in the community more student housing may be needed

- **Housing development** If more space is available around the area, the growing community is more inclined to attend University close to home. Offering more BAs, MAs is a +

- **Have apartments and such for students to live in. The "dorms" are not that great.** Have

somewhere half decent to live while away from home.

- **Have affordable housing for students.** I want to live on campus. I just can't afford to.
- **Negotiate improved public transit for students throughout the Fraser Valley. My Surrey students have a 2-hour commute**
- **Expand** UFV needs to increase its land area on the Abbotsford campus to accommodate more opportunities. Building 8 classrooms in mission is not helpful.
- **Create more student housing options.** Build more student housing or partner with a developer who is willing to offer a discount to renting UFV students near transit or the campuses.
- **Accommodation** Students are busier than ever, and UFV should consider bringing more diverse learning formats to the table, including more online classes
- **Housing availability, Student Transportation and Accessibility.** Students from Surrey to Hope should have the ability to commute by bus to their campus
- **Living expenses** If housing/rental is too expensive, students might not take as many courses per semester as they would like.
- **The very first thing to do is to start a paid shuttle bus from Abbotsford to surrey directly** So that students living in surrey will not have to travel 2.30hrs on bus while going and same while returning.
- **More distance education for post-degree is very necessary for future growth. It's getting harder than ever to balance school and work for students**
- **Greater flexibility for students in program choices and learning environments.** Choice in other elements of society is increasing. Our students will come expecting options.
- **Flexibility with learning for our varied student body** Offer mix of online and in-class options. Flexibility in teaching styles as well since some learn best with lecture while others with hands-on

Student Experience and Physical Space

- **Teachers should have to be more accountable when submitting grades and handing things back. They should also have to be required to email back.** I have had profs that did not email me back even once in the semester and profs that didn't submit a single grade to blackboard. Unacceptable.

- **The fact that some teachers and TA's should try to become more approachable and available to help the students.** I had interactions with teachers where I felt I was bothering them just because I asked a question. One teacher in building G was especially rude.

- **Train the faculty that teach poorly.** Considering how much students pay for tuition; we expect a quality education. We demand competent teachers, not painted benches and a new library.

- **Making sure your staff is up to the job and is fully qualified.** My past professors have come to class with an incomplete syllabus and a total disaster of a class, showing pop culture videos and not educating me

- **Ensure faculty use effective, evidence-based practices in the classroom, lab, etc.**

- **I got informed that I was not able to take a course 4 days before the semester started. As someone with student loans this is obviously a problem.** UFV must be timelier in submitting grades and booting people from courses. If we have to submit assignments by a certain date, then UFV should too

- **It is one thing if you do not meet requirements for a course, it is an entirely different thing if you find out 4 days before.** 4 days is NOT enough time to waitlist a course or completely rearrange a schedule or email teachers for waivers.

- **Remove or replace the SUS** They are irrelevant and I'm tired of them mindlessly spending our money for fickle and meaningless things we never need, and holding back our clubs

- **Longer cafeteria hours and gym hours.** Some classes go late in time so for everyone a cafeteria that has longer hours would be beneficial.

- **Enrolment is growing &we need to offer more services& become fully functioning - i.e., food is limited & close far too early, Sat/Sun full access & food**

- **UFV needs to address the needs of so much of the student population that is a little older, often married, with families &** such students have little time to commit to education & even less for student activities, often dropping out

- **Student Engagement and Retention** Student engagement improves the quality of the academic experience in students, helps to increase student retention and contribute to strengthen

- **The food options at UFV are atrocious. Everything good in the cafeteria (which isn't much to begin with) closes too early.** How about some healthy options and food we can get into the

afternoon & evening? Many of us have evening classes and triple-so just isn't good enough!
Microwaves

- **Make food and campus services available full time as we grow** Make UFV a destination to learn and stay on campus

- **Chilliwack Campus Cafeteria** Wait times can be lengthy during breaks as there is only one place to eat and most classes have break at the same time.

- **Different variety, and cheaper, food on campus.** It gets boring, expensive, eating the same small variety of food all the time if you live on campus.

- **Student Printing-Certain number of pages should be included per semester** Students should be given at least 200-500 pages for printing per semester included

- **This may be something to consider: The time between classes is currently 10 minutes. This makes finding a parking spot difficult as most students like** to arrive 10 minutes early, but the students from the previous class have not vacated the parking lot. Increasing time between classes would help.

- **The lack of places to eat on both campuses.** The Chilliwack campus only has one place for students to eat. Sometimes this food is undercooked, and there is not much variety. Plus, it is expensive

- **Healthy/other eating options** Need healthier food options on campus. As more people turn away from consuming animal products, UFV must adapt to accommodate different thinking.

- **Printing cost** Costs are too high to get things printed, which forces students to go out and get it printed.

- **Space** UFV lacks proper classroom space, and space where faculty & students can do their research. This is especially a problem in the sciences.

- **Space to grow** as more students choose to study at UFV, it will be important to have more classrooms, offices, and parking.

- **Limited physical space** Major problems with having enough space for classrooms, offices, meeting rooms, and parking.

- **Classroom spaces need enlarging or reconfiguration** Basic activities (e.g. use of whiteboards) are restricted by small classroom space.

- **Number of students in comparison to resources and available classes & class sizes needs to be a change in the amount of students accepted or resources** There is an increasing influx of students accepted each year but class sizes and resources do not meet these needs

- **How do we address our capacity issue going forward?** If we want to meet the postsecondary needs of the Fraser Valley and at the same time attract International students, we are currently constrained.

- **UFV should be mindful of "sharing" their unique resources whenever possible - e.g. community access to the gym or hosting professional events.** Many years ago (before university status was granted) UCFV hosted a district-wide Pro D Day for Abbotsford teachers. This was well-received.

- **Multi-campus organizations must allocate resources to satisfy community aspirations while protecting the integrity of the institution.** This means doing the right thing is just as important as doing things right – See David Johnston's Book "Trust."

- **Move away from big campus model** We will still need an anchor campus, but we should be thinking about smaller, co-managed facilities (w/communities) to deliver experiential/prof ed.

- **Does the multi-campus really work?** it seems detrimental to student life & cohesiveness of\ departments & programs

Guidance and Mental Health

- **Help students access information/funding options.** Offer support and 1 on 1 counselling to help students explore financial options when they do not qualify for student loans or financial aid.

- **Make our services and what we offer accessible to all, all types of courses and all types of modes of teaching.**

- **As students get more diverse with a lot more variety in interests, I think effort should be placed in helping making like-minded students gather.** As a new student, I do feel quite isolated. I'm sure there are students who share my interests, but finding them is hard.

- **The need to offer greater guidance and support for students in developing their writing abilities so as to be successful in the workplace** Because the BC Education Curriculum doesn't seem to be providing our students with the necessary foundational writing skills.

- **Helping students with the mental wall they face.** Mental health affects a lot of people and it affects their life and school performance in a big way.

- **Increased student anxiety and inability to cope when under stress.** As students move through semesters, an increasing number have difficulty with added responsibilities and a lack of coping strategies.

- **Physical and mental health of students.** Without these, everything else we do is diminished

- **Student stress levels are another major issue because they are uncertain about the cost of an education and their future return on investment** Students, especially in liberal arts and sciences are uncertain as to what careers they can achieve from courses they love to study. This is stressful

- **Keeping students as the first priority** This enables the success of students and allows them to learn the tools they need for dirtier careers

- **Future Guarantees** Two things are important for students: University Experience and Future Work. Thinking from their view will bring all answers you need.

- **Keeping class sizes small, and programs competitive** Students are more likely to succeed when they feel they can interact with their professor and peers. Competitive programs further boost the reputation

- **Make sure that office hours are always known and encourage more students to receive the help that they need.** This is important because it ensures educational success.

- **Make sure we focus on "customer service."**

- **The student (their entire educational experience in and out of class) should always be the priority.**

- **Changes in provincial K-12 curriculum, along with existing problem of high school graduates increasingly unprepared for postsecondary study**

- **Hand-held devices as distraction or put to use.** Can cell phone use be integrated into education and will resources be made available to realize and integrate the use of cell phones into the settings

Theme	Major issues/trends	How to cultivate lasting endurance
Community	**Expectations regarding post-secondary education are changing, and we need to find new ways to engage and collaborate with our communities.** We need to remain relevant to our students, our communities (industry, business, taxpayers, government) and long-term sustainability.	**We are a resource for the entire community –** we need to be in the community. Physically, emotionally, and literally. Knowledge needs to flow in both directions – we cannot just be a vessel which holds knowledge, we need to be a conduit. Connecting ideas and people. **Partnerships with community.** Intertwining classroom learning with community experience more deeply will affect students to greater positive societal and individual changes. **Making UFV a community to live, study and play.** Enhances the reputation and community building of UFV.
Identity and Reputation	**Recognize the need for differentiation in the education sector**. One school cannot be all things to all people. I came to UFV for the small class sizes and professors dedicated to teaching. **UFV needs to decide what we will be known for in an increasingly competitive, crowded, and global educational marketplace**. Resources must be channeled to help dominance in our chosen niche. Limited resources mean competition with UBC or other huge players is not realistic.	**Position itself as THE University for Fraser Valley students.** Get the name out there, work for public transit, work on reputation. UFV has a lot of potential. **Focus less on how you can beat other institutions, and more on how you can contribute to collective well-being and education/teaching**. We are one Humanity and all share the same Earth. Each of us can add something new/more to it. That is a great mission for an institution. **Continue easing the pressure of students, and offering the opportunities present at/through UFV**. Rather than UFV being seen as a stepping stone or intersection to success – encourage it as a sanctuary for learning, creating and participating.
Human Resources	**We MUST be able to attract and retain the BEST faculty. We need leaders in their research areas with first rate instructional skills**. The best undergraduate education can only be delivered by the best undergraduate professors. We need increasing salaries or decreasing teaching loads.	**Continue to build meaningful and personal relationships with students, faculty, staff, and all external stakeholders**. **Invest in our people.** Support faculty and staff to develop skills and keep current through opportunities like PD, research, publication, etc. Strong, confident faculty and staff will be better equipped to inspire students as role models and mentors.

Theme	Major issues/trends	How to cultivate lasting endurance
Careers and Experiential Learning	**Learning must impart skills that are readily identifiable by employers as useful.** These may be experiential or theoretical and easily applicable. There will be a worker shortage and employers need people who are ready on day one of their career. Government is pushing this, other schools are too.	**Future guarantees.** Two things are important for students: University experience and Future Work. Thinking from their view will bring all answers you need. **Focus on employability and setting students up with the skills they need to be successful in their careers.** **Address the career preparation needs of the Valley student population.** Entering the workforce successfully is a higher need and goal for most than becoming a generally educated person.
Courses and Programs	**Greater flexibility for students in program choices and learning environments.** Choice in other elements of society is increasing. Our students will come expecting options.	**Keeping class sizes small, and programs competitive.** Students are more likely to succeed "**Borderless" education – mobility across programs, institutions, etc.** UFV must consider micro-credentials, stacking of credentials, recognition of prior learning, transferability, etc. to allow for student mobility.
Technology	**Technology: we need to be leaders in the development and use of technology in education, not behind the times trying to catch up.** As useful and important as we think technology is in 2019, we can't even imagine yet how much bigger it will be in 10-20 years.	**Resource technological areas: wifi, distance learning, video conferencing, video production, online course resources.** Learning takes place everywhere. On phones, tablets, laptops. Video conferencing and video assets key to online learning. **Ensure we develop the technological capability and programs that allows us to compete with other universities**. We will be left behind as other universities develop non-traditional methods of delivering their programs.
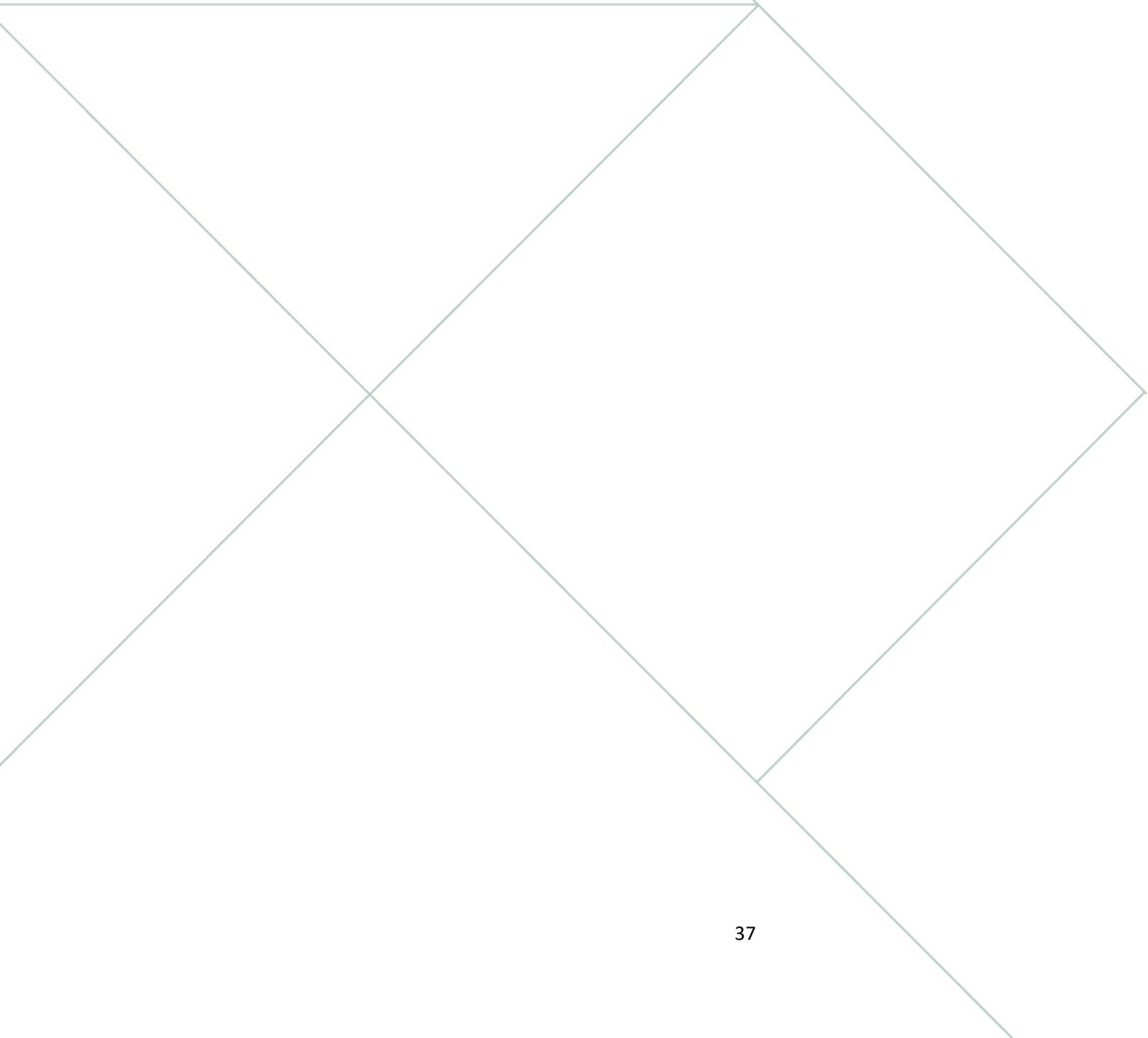
Summary of the Feedback from the Accountability Plan (2018 – 2019)

Many of the participants in the thoughtexchange discussions expressed that UFV's existing values were not clear and that the current mission was too long and convoluted. They felt that it could be more inspirational and needed to better represent the **growth that students experience** during their time at UFV. They also felt that some of the aspirations were difficult to measure and could be better defined. In response to the question "as we develop our vision for the future, what do you think are the major issues and trends we should consider?", the top issues cited by participants were **course availability, our ability to attract faculty, the need for more hands-on learning opportunities, and the challenges of physical space**.

An analysis of top thoughts, arranged by stakeholder group, showed that **for students,** course availability, qualified instructors, and expanded hours for on-campus amenities such as food service and the fitness centre are high priorities. **For faculty,** recruiting and hiring faculty members dominated, followed closely by space, and international student population growth. **Staff members** cited the growth in technology fields and the importance of experiential learning as key issues. **For alumni,** top matters included climate change, attracting faculty, and ensuring the affordability of a UFV education.

Participants noted that UFV's **strong roots in the Fraser Valley** have been the key to UFV's success so far and will continue to be important in the future. When asked to think about what UFV should do to cultivate lasting excellence, ensuring our institution thrives well into its future, contributors reiterated the importance of **strong relationships and building community**.