



# Integrated Strategic Plan— IYAQAWTXXW

(House of Transformation)

2021 – 2026

**ufv.ca**

Approved by UFV Board of Governors February 4, 2021

UNIVERSITY  
OF THE FRASER VALLEY



#### OUR ACKNOWLEDGMENT

UFV is situated on S'olh Temexw, the traditional lands of the Stó:lō.

#### OUR VISION

UFV will be known as a gathering place for learners, leaders, and seekers. We will pursue diverse pathways of scholarship, leading to community connection, reconciliation, and prosperity, locally and beyond.

#### OUR PROMISE

We will work to realize this Vision by honouring our three-fold mission statement.

## OUR INTRODUCTION

*Ey swayel.*

After two years of consultation with internal and external stakeholders, we are excited to be launching our new Integrated Strategic Plan, which we call *IYAQAWTXW — House of Transformation*.

*IYAQAWTXW*, in the language of the Stó:lō First Nation, means “house of transformation” and reflects the mandate of UFV as a place of change — a place of intellectual and character transformation. *IYAQAWTXW — House of Transformation* provides us with an exciting path forward that builds towards celebrating UFV’s 50<sup>th</sup> Anniversary.

Our Mission of Engaging Learners, Transforming Lives, and Building Community is clearly articulated through a series of institutional Goals and Strategic Imperatives guided by our institutional values of community, inclusivity, excellence, and integrity. Each of these imperatives supports the achievement of our Vision: UFV will be known as a gathering place for learners, leaders, and seekers. We will pursue diverse pathways of scholarship, leading to community connection, reconciliation, and prosperity, locally and beyond.

Accomplishing these Strategic Imperatives will require all of us in each area of the University to work together to ensure true transformation can take place. Although we are launching *IYAQAWTXW — House of Transformation* during the COVID-19 pandemic, it has never been more important to have a shared vision for UFV to continue to move forward. I would like to thank all of those who have contributed to the development of *IYAQAWTXW — House of Transformation* and I am excited for the journey we are all about to embark on to making our collective vision a reality.

*Ey si:yam,*

**Dr. Joanne MacLean**

*President and Vice-Chancellor*  
University of the Fraser Valley



## OUR MISSION

# Engaging Learners

## *Yoystexw ye totilthet*

## OUR GOAL

*Provide inclusive learning environments for everyone*

Starting with our commitment to Indigenization, we will honour Indigenous knowledge at all touchpoints of learning. We recognize that due to systemic barriers, not everyone has had equitable opportunities to access post-secondary education. In response to this, we will continually strive towards identifying and reducing access barriers for individuals from marginalized and underrepresented groups. Engaging everyone in an inclusive learning environment requires enhancing deep listening, dialogue, and democratic civil engagement. It means thinking outside the usual boxes we employ, moving towards fostering interdisciplinary and integrated forms of engagement. Engaging learners occurs in many forms. To fulfill this goal, we will (among other things) emphasize active and experiential forms of learning. For students, this means opportunities to participate in research and scholarly activities with faculty members. We will also enhance digital literacy and access to technology, so there is equity for all in terms of opportunities to engage in learning. Through all of these efforts, we will prioritize accessible and flexible opportunities to support personalized, life-long learning for everyone.

## SUMMARY OF STRATEGIC IMPERATIVES:

- + Honour Indigenous knowledge at all touchpoints of learning
- + Identify and remove access barriers for individuals from marginalized and underrepresented groups
- + Enhance deep listening, dialogue, and democratic civil engagement
- + Foster interdisciplinary and integrated forms of engagement
- + Emphasize active and experiential forms of learning
- + Provide opportunities for students to participate in experiential learning and/or research and scholarly activities with faculty members
- + Enhance digital literacy and access to technology
- + Provide accessible and flexible opportunities to support personalized, lifelong learning



## OUR MISSION

# Transforming Lives

## *Ayeqet kw'e shxwaylexws*

## OUR GOAL

*Provide opportunities for people to discover, develop, and share their gifts while also recognizing and celebrating the gifts of others*

Leading with our commitment to Indigenization, we will continually strive towards dismantling settler colonialism by centering Stó:lō ways of knowing and being in the University. Our mission to transform lives is rooted in the values held by the Stó:lō people that each person has a special and unique gift. UFV will help nurture and celebrate these gifts amongst our students, faculty, staff, administrators, alumni and visitors in a number of ways. At a foundational level, this means prioritizing the health and well-being of our community members and our ecosystems, so that everyone can have the opportunity to thrive. Likewise, it means integrating equity, diversity and inclusion into all aspects of our institutional culture, thereby allowing everyone to feel valued and supported.

These foundational steps are important as a starting place for transformation. For students, transformation will be enabled through many means, including supporting various pathways that lead to the attainment and recognition of students' educational goals and providing experiential learning opportunities that prepare them for their post-secondary lives. This experiential learning will be enabled by all areas of the institution, not just by faculty in the classroom. For faculty and staff, investing in transformation will occur through targeted

personal and professional development opportunities provided across and beyond the institution. For all, transformation will be enabled by fostering meaningful collaboration and engagement opportunities with members of our community. At all stages, we want to instil a sense of pride and identity by sharing and celebrating the accomplishments of our UFV community and alumni. The ultimate goal is to create a supportive, dynamic and stimulating culture that transforms lives so that we can all cultivate and share our gifts and, in doing so, feel proud of who we are and what we are capable of—whether it be in relation to the world as it is today, or whatever develops tomorrow.

## SUMMARY OF STRATEGIC IMPERATIVES:

- + Dismantle settler colonialism by centering Stó:lō ways of knowing and being in the University
- + Prioritize the health and well-being of our community members and our ecosystems
- + Integrate equity, diversity, and inclusion (EDI) into all aspects of our institutional culture
- + Support various pathways that lead to the attainment and recognition of students' educational goals
- + Develop institution-wide experiential learning opportunities
- + Support targeted personal and professional development for faculty and staff
- + Foster meaningful collaboration and engagement opportunities with members of our community
- + Share and celebrate the accomplishments of our UFV community and alumni with others



## OUR MISSION

# Building Community

## *Thayt kw'e st'elt'elawtexw*

## OUR GOAL

*Collaborate and partner in pursuits that enrich the lives of all people on our campuses, in our local communities, and beyond*

Rooted in our commitment to achieving the Calls to Action from the Truth and Reconciliation Commission and the United Nations Declaration on the Rights of Indigenous Peoples, UFV will actively pursue the building of community through a number of means. As a regional and primarily undergraduate University, we will do this by offering programs and conducting scholarly activities that enrich the lives of those in the Fraser Valley and ensuring that those living in the Fraser Valley will have better access to all our programs. Within all of our programs, we will educate students to act as ethical and engaged global citizens who redress historical injustices. In doing so, we can cultivate the capacity for healthy and vibrant communities within and beyond the Fraser Valley.

Community-building will extend beyond our educational programs. Throughout the institution we will work to develop a vibrant and diverse culture on each of our campuses. To further foster community, we will develop meaningful partnerships and action-oriented projects that support social innovation, economic development, and environmental sustainability. Our purpose in community building is not only to create a positive environment for those at UFV, but to create opportunities for the world to positively interact with the Fraser Valley and for the Fraser Valley to positively interact with the world.

## SUMMARY OF STRATEGIC IMPERATIVES:

- + Commit to achieving the Calls to Action from the Truth and Reconciliation Commission and the United Nations Declaration on the Rights of Indigenous Peoples
- + Offer programs and conduct scholarly activities that enrich the lives of those in the Fraser Valley
- + Improve community access to UFV's programs
- + Build programs that educate our students to act as ethical and engaged global citizens who redress historical injustices
- + Develop a vibrant and diverse culture on each of our campuses
- + Develop meaningful community partnerships and action-oriented projects that support social innovation, economic development, and environmental sustainability
- + Create opportunities for the world to positively interact with the Fraser Valley and for the Fraser Valley to positively interact with the world.



## OUR PROCESS

### 2018

October 2018

- ↓ Visioning process kick-off

October – November 2018

- ↓ Thought Exchange on Mission and Values

December 2018

- ↓ Steering Committee deliberations on Mission and Values

### 2019

January 2019

- ↓ Thought Exchange on Vision

February 2019

- ↓ Steering Committee deliberations on Vision

March – May, 2019

- ↓ UFV consultations on Mission, Vision, and Values

June 2019

- ↓ Senate and Board approve Mission, Vision, and Values

October 2019

- ↓ Integrated strategic plan townhall kick-off

November 2019

- ↓ Environmental scan published and thought leaders identified

December 2019

- ↓ Foundations document released

### 2020

January 2020

- ↓ Stakeholder Group formed and draft goals reviewed

January – February 2020

- ↓ Provost-led consultations with various UFV groups and committees to discuss Goals

March 2020

- ↓ Survey consultation with UFV community on Goals

April 2020

- ↓ Stakeholder Group finalizes Goals

May – June 2020

- ↓ Series of three workshops with UFV stakeholder groups to identify Strategic Imperatives

August – September 2020

- ↓ Survey consultations with UFV community on Strategic Imperatives

October – November 2020

- ↓ Framework of Integrated Strategic Plan shared with Stakeholder Group, Board and Senate

December 2020

- ↓ Draft Integrated Strategic Plan shared and feedback invited

### 2021

January 2021

- ↓ Feedback shared with Stakeholder Group

January – February 2021

- ↓ Senate and Board approve ISP

WE WILL ACHIEVE OUR INTEGRATED STRATEGIC PLAN THROUGH OUR CORE VALUES OF:

## Integrity

*Letse o sqwelewele*

We act honestly and ethically, upholding these values and ensuring our mission is delivered consistently.

## Inclusivity

*Lexwsq'eq'ostexw*

We welcome everyone, showing consideration and respect for all experiences and ideas.

## Community

*St'elt'elawtexw*

We cultivate strong relationships, acting as a hub where all kinds of communities — educational, scholarly, local, global, and cultural — connect and grow.

## Excellence

*Ey shxweli*

We pursue our highest standard in everything we do, with determination and heart.



Learn more about our vision, mission, and values at [ufv.ca/vision](http://ufv.ca/vision).

## OUR THANKS

### **Visioning Steering Committee**

Nav Bains, *Alumnus*  
Sunny Cheema, *Student*  
Brian Coombs, *Community Partner*  
Belinda Karsen, *Staff*  
Jennifer MacDonald, *Staff*  
Lorne Mackenzie, *Faculty*  
Shawn Newmann, *Community Partner*  
Emily Ross, *Student*  
Ali Siemens, *Alumna*  
Shelley Stefan, *Faculty*

### **Integrated Strategic Planning Stakeholder Group**

Don Campbell,  
*representing Community Partners*  
Heather DavisFisch/John Pitcher,  
*representing the Faculty of Humanities*  
Garry Fehr,  
*representing the UFV Senior Academic Leadership Team*  
Mark Goudsblom,  
*representing the VP Administration*  
Shirley Hardman,  
*representing the Office of President*  
Alastair Hodges,  
*representing the UFV Dean's Council*  
Jonathan Hughes,  
*representing the Faculty of Science*  
Gilmour Jope,  
*representing the Faculty of Access and Continuing Education*  
Chantelle Marlor,  
*representing the Faculty of Social Science*  
Greg Mather,  
*representing the VP Students*  
Kate McCulloch,  
*representing the Faculty of Health Sciences*  
Anita Nielsen,  
*representing the VP External*  
Auriel Niven/Ali Siemens,  
*representing the UFV Alumni Association*  
Linda Pardy,  
*representing the UFV Senior Academic Leadership Team*  
Christine Slavik,  
*representing the Faculty of Professional Studies*  
Tania Smart,  
*representing the UFV Student Union Society*  
Daniel Smythe,  
*representing the Faculty of Applied and Technical Studies*  
Michelle Vandepol,  
*representing the UFV Faculty and Staff Association*

### **Working Group**

Donna Alary, *Manager, Institutional Research and Planning*  
Laura Authier, *Director, Marketing*  
Camilla Coates, *Senior Graphic Designer, Marketing*  
Nicole Hitchens, *Manager, Office of the Provost and Vice-President, Academic*  
Jackie Hogan, *Chief Financial Officer and Vice-President Administration*  
Darin Lee/Steve Banyai, *Chief Information Officer*  
James Mandigo, *Provost and Vice-President, Academic*  
Lisa McMartin, *Office of President*  
Dave Pinton, *Director, Communications*  
Betty Poettcker, *Associate Vice-President, Integrated Planning*  
Shana Smith, *Production Assistant, Marketing*  
Alisa Webb, *Vice-President, Students*  
Al Wiseman, *University Secretary*  
Marnie Wright, *Associate Vice-President, Human Resources*