Development of the Strategic Themes: Overview

- The following shows the evolution of the Strategic Renewal Advisory Committee’s work on 5 strategic themes that arise from the “Summary of Conversational Inputs” (http://bit.ly/1ZthSEE).

- The information that follows includes two slides depicting the overall process undertaken with the support of the Strategic Renewal Advisory Committee.

- The journey taken for the evolution of each of the strategic themes is then shown through a series of 4 slides for each of the 5 emerging themes.
Development of the Strategic Themes: Process

- Iterative
- Grounded and attentive to conversational inputs
- Focus on generating core themes

- Ongoing:
  - Refinement of strategic themes using Advisory Committee and community feedback
  - Development of draft strategic renewal document for Advisory Committee and community feedback in early May
Development of the Strategic Themes: Advisory Committee’s Iterative Process

- **Mindmaps**: evaluate, analyse
- **Concept maps**: evaluate, refine, review with conversational inputs
- **Theme consensus**: refine
- **Conversational inputs**: converge from complexity

Timeline:
- January 21
- March 23
Development of the Strategic Themes: Steps in the Process

The journey to date for each emerging theme 4 primary steps.

1. Advisory Committee members read and discussed the “Summary of Conversational Inputs” (http://bit.ly/1ZthSEE). Key words and phrases were observed and connections among them were considered. Groupings of words and phrases became the beginning for each theme.

2. Building from the Advisory Committee’s discussion, the grouping of words and phrases was depicted as a mind map. Some words and phrases became more central and the connections among the underlying components were expressed. Shared understanding of the meaning of words and phrases continued to anchor on the ideas and comments found in the “Summary of Conversational Inputs”.
Steps in the Process, cont’d

3. Following Advisory Committee discussion of the ‘mind maps’ for each theme. The essential components of each theme area were depicted as a theme concept map. These were then subject to further discussion at the Advisory Committee. Members were invited to give expression to each of the themes in brief statements.

4. To explore the strategic themes further, using suggestions from Advisory Committee members, summary statements were prepared. Discussion and debate of the statements helped to further illuminate the themes, refining and clarifying their significance for strategic renewal.
Development of the Strategic Themes: Some General Notes

• While the general theme areas are prevailing, the language used to depict each theme and evoke its full meaning is still in evolution.

• No significance is attached to the order in which the themes are offered in this presentation.
Theme Consultation

Recognizing drafting of a document is still in progress, community input on the emerging themes is invited in April 2016 through publication of this infographic and supported by reference to more detailed information on the project web site.
1. Distinctive U of G culture – Emerging key words

- Flexible response
- Adaptability
- Evolution
- Fluidity
- Bring together
- Community is at our core
- Guelphiness
- Efficient
- Nimble
- Strategic thinking
- Hope
- Aspiration
- Branding
- Pride
- Vision
- Actions must align with values
- Authenticity
- Leveraging strengths
- Integrity
- Sustainability
- “walk the talk”
- Value driven
- Supportive community
- Institutional identity
- Inclusion
- Diversity
- Welcoming
- Shared community values
- Reputation
- “Authenticity differential”
- Forward thinking
- Attributes/brand
- Clear statement and mission
- Quintessential Canadian
- Transparency
- Bring together
- Responsive

2. Distinctive U of G culture – Mind map

- Welcoming community
- Authentic
- Integrity
- Strategic thinking
- Adaptable while holding to roots
- Community of shared values
- Authenticity differential
- Forward thinking
- Attributes/brand
- Clear statement and mission
- Quintessential Canadian
- Transparency
- Bringing together
- Responsive

3. Distinctive U of G culture – Concept map

- Welcoming Community
- Values driven
- Building on reputation
- Adaptability while true to roots

4. Distinctive U of G culture – Summary statements

The University of Guelph will be characterized by its authentic culture that is:

- Proud of its distinctive history and inspired by the opportunities it offers to evolve, adapt and respond to meet global needs.
- Committed to offering a welcoming community where people from diverse cultures and backgrounds can all feel at home and be respected for the talents they offer.
- Fueled by its shared sense of purpose and a dedication to the pursuit of excellence.
- Innovative, adaptive and resilient, offering leadership and taking informed risks while promising transparency and learning.
- True to its mandate, grounded by shared values, and ready to be accountable for living by them.
1. Steward valued resources – Emerging key words


2. Steward valued resources – Mind map

3. Steward valued resources – Concept map

- Distinctive capacities
- Leveraging existing and emerging strengths
- Leadership through engagement
- Making resources count

4. Steward valued resources – Summary statements

The University of Guelph is dedicated to being the steward of our valued financial, physical and human resources in the service of:

- Being a key player in the global effort to safeguard the cherished resources of the planet including, but not limited to, land, water, animals, environment, art, culture and health.
- Providing leadership through engagement with government, industry, and community partners to work collaboratively towards improving life.
- Leveraging our historical and emerging strengths, distinctive capacities in sustainability, and breadth of interdisciplinary knowledge to address issues of concern to civil society.
1. Connected communities – Emerging key words


2. Connected communities – Mind map

3. Connected communities – Concept map

Connected communities
- Collaboration & reciprocity
- Strengthening Communication
- Commitment to inclusion and diversity
- Opening pathways

4. Connected communities – Summary statements

The University of Guelph actively seeks to be connected with other communities of interest and is deliberate in its efforts to:

- Be a vibrant and inclusive community that welcomes diversity in its networks and strives to make all who desire collaboration to have full confidence that they will be accepted, valued and offered respect.
- Work with openness in a spirit of collaboration and reciprocity.
- Open learning and research pathways within our own institution, among our sister educational institutions and with organizations in our local and global communities.
- Invest in enhanced communication strategies, both within and outside the institution, so that we can listen effectively, share and collaborate in the service of constructive change.
1. Open system of learning and inquiry – Emerging key words

entrepreneurial skills Career Readiness whole person Complex thinkers Complexity of problems Comprehensive Creating people students’ agency experiential learning “Soft skills” Grad students info sharing open sharing of ideas across all groups Learner centred Inclusive More than a degree Student experience Opportunities for staff People-focused institution Pedagogy Student-centered Students and pedagogy International students Support transition Supportive culture Training as well as research University for everyone sustainability of curriculum Supportive community innovation

2. Open system of learning and inquiry – Mind map

3. Open system of learning and inquiry – Concept map

Community of lifelong learners Addressing complex problems Engaged learning and inquiry Open system of learning and inquiry Develop the whole person

4. Open system of learning and inquiry – Summary statements

The University of Guelph will foster an open system of learning and inquiry by:

- Creating a learning environment based on innovative pedagogies, evidence-based teaching and learning practices, collaboration, experiential learning, and the development of the whole person.
- Provide the external community and our own students, staff and faculty with a broad continuum of learning opportunities using advanced technology as appropriate, to extend our reach to diverse and emerging learners.
- Educate lifelong learners who display mastery in the core competencies of their areas of specialization while developing key skills that help them tackle complex problems and contribute positively to society.
1. Catalyst for discovery and change – Emerging key words

- Action research for real world problems
- Test the world!
- Distinctiveness of Guelph: Branding of excellence in identity
- Exploring the story Visibility
- Changing lives, improving life
- Commercialization Excellence
- Defining best differentiation: Branding all colleges
- Entrepreneurial excellence in comprehensive university
- Excellence and community engagement: Branding Forward thinking
- Graduate exemplar: How to build an image
- Innovation: Making research count
- Mapping expertise: Making the world better
- Mobilization of all units: Perfection in the way of being (good) excellent
- Prioritize (resources): Reclaim status
- Relevance: Commercialization and innovation: “getting it applied”
- Reputation: Service to society
- Diversity: Societal expectations: Shared community values
- Statement of values: Intellectual rigor: Pursue knowledge for society’s sake rather than knowledge for knowledge’s sake
- Value: Changing lives; improving life
- Innovation

2. Catalyst for discovery and change – Mind map

3. Catalyst for discovery and change – Concept map

4. Catalyst for discovery and change – Summary statements

The University of Guelph will be a catalyst for discovery and change by:

- Enhancing our research excellence and creativity, carrying it out with rigour to foster the development of new knowledge and advance mobilization of the products of scholarship that will impact society in the short- or long-term.
- Fostering innovations in research, teaching, and learning.
- Advancing research that provides solutions to the deep and complex questions affecting our stakeholder communities.
- Expanding our leadership role in developing thinkers who respond to the issues being faced by our world today and who can adapt their focus to anticipate and understand new questions that emerge in their fields.
- Promoting scholarly informed decision making that leaves its footprint at the local level and builds to global significance.