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**MEMORANDUM**

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**ATTENTION** Senate  
**FROM** Jon Driver, Vice-President, Academic and  
Provost, and Chair, SCUP  
**RE:** SFU Strategic Vision (SCUP 11-40)

**DATE** October 19, 2011  
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At its October 12, 2011 meeting SCUP reviewed and approved the draft SFU Strategic Vision document.

**Motion**

That Senate concurs that the statement of Vision and Goals has been developed from a comprehensive and inclusive process, and fairly reflects both the aspirations and the mission of Simon Fraser University.

encl.

c: A. Petter  
J. Curry



SFU

ANDREW PETTER  
PRESIDENT AND VICE-CHANCELLOR

SCUP 11-40

MEMO

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ATTENTION SCUP

FROM Andrew Petter

RE Strategic Vision

DATE October 3, 2011

The envision>SFU discussion paper was posted on the SFU website on June 30, 2011 with feedback invited until September 30th. Since the SCUP meeting of July 6th, a number of opportunities have been provided to encourage input, including open forums at all campuses and meetings with Senate and the Board of Governors.

Based on what we have heard, the strategic vision set out in the attached document captures the spirit and aspirations of SFU. SFU's dynamic integration of education, research and community engagement is widely regarded as providing a strong and promising basis for a vision that seeks to describe and inspire the SFU community, capture the public imagination, and distinguish SFU as the best university of its kind.

The vision statement, goals and principles reflect the excellent feedback received. We have, for example, bolstered references to academic and teaching excellence, and have affirmed the university's commitment to research at every level. We have ensured that our goals are realistic – even when they are optimistic. And we have clarified that the principles set out at the end of the document augment those embedded within the previous sections.

The result is a vision for the entire university. It is not intended that this integration is, or should be, represented in the contributions of each member

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SIMON FRASER UNIVERSITY  
THINKING OF THE WORLD

or part of the SFU community. On the contrary, the texture and quality of SFU's tapestry is a product of the distinctive character and diversity of its many threads.

We will be seeking the consent of SFU's Senate and Board of Governors that the process has been comprehensive and inclusive, and has resulted in a strategic vision that is compatible with the strengths and aspirations of the university as a whole. The vision and goals will also serve as the university's mission statement where one is required. While strong support was expressed for modifying the university's tagline to align with the vision, a range of opinions was offered as to what that tagline should be. We therefore plan to undertake further research to determine which tagline best corresponds with the vision.

Once in place, the vision will not be self-executing, but rather will serve as a touchstone for the development of future plans and initiatives that will include objectives, supports and assessments.

AP:eo

Attachment

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## PREAMBLE

This document is the product of an extensive consultation within and beyond the university. Participants in this process believed the vision of a student-centred, research-driven and community-engaged university is authentic to SFU. They also expressed pride in SFU's adventurous spirit, its openness, and its willingness to embrace bold initiatives.

The resulting Strategic Vision is intended to be both illuminating and aspirational. It seeks to capture the university's strengths and to show how those qualities can be harnessed to distinguish SFU as the best university of its kind.

The success of this vision depends upon the extent to which it contributes to a vigorous sense of purpose within the university, encourages individual and collective action, and provides a touchstone for future development. While the vision is that of the university as a whole, its success also depends upon people seeing themselves within its component parts. The vision should help every individual perceive how they can contribute to SFU realizing its full potential – as an engaged university committed to enhancing the well-being of current and future generations.

## OUR VISION:

### AN ENGAGED UNIVERSITY

**To be the leading engaged university defined by its dynamic integration of innovative education, cutting-edge research, and far-reaching community engagement.**

The success of the following goals depends not just on their individual attainment but on their integration – on the degree to which each contributes to the others. Students will aid and inspire research and contribute to community. Research will enhance the learning experience while enriching the community, socially, economically, scientifically and artistically. And the SFU community of communities – local and global – will serve as a dynamic and limitless classroom, offering context and applicability for students, as well as partnerships, challenges and opportunities for research.

## OUR GOALS:

### ENGAGING STUDENTS

**To equip SFU students with the knowledge, skills, and experiences that prepare them for life in an ever-changing and challenging world.**

SFU will foster supportive learning and campus environments.

Combining the best traditions of academic and teaching excellence, SFU will provide students with diverse and transformative learning opportunities that enable them to gain the knowledge, critical capacities, research skills and civic understanding required to become engaged global citizens and to thrive and adapt in demanding and dynamic environments.

Students will have opportunities to participate in advanced research, thereby sharing in the labour and joy of creating and applying knowledge, while acquiring the skills for life-long learning.

Students will have access to an unparalleled selection of experiential learning opportunities that allow them to apply knowledge, to grow as individuals, to engage with diverse communities, to develop entrepreneurial skills and to refine their sense of civic literacy.

## ENGAGING RESEARCH

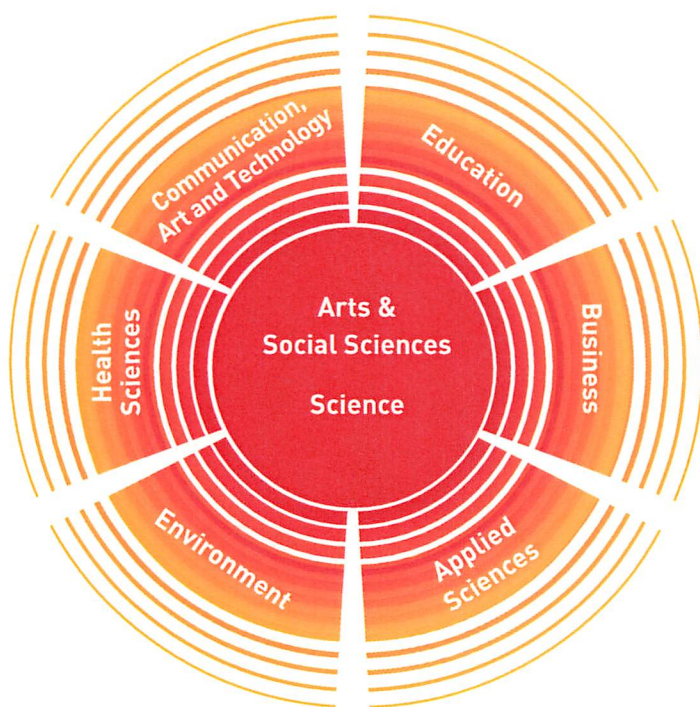
**To be a world leader in knowledge mobilization building on a strong foundation of fundamental research.**

SFU will leverage its fundamental research strengths, including interdisciplinary research, close community connections, and partnerships and collaborations to become a global leader in research mobilization.

SFU will support and promote the full continuum of research, from the fundamental generation of knowledge, through the dissemination of that knowledge within the academic community and beyond, to the application of transformative ideas for the benefit of society.

SFU will promote research excellence, supporting and encouraging all researchers, including undergraduates, graduate students, faculty, staff members and community partners who assist the research mission.

SFU will seek opportunities to transfer the results of its research to the broader society, including policy-makers, civil society leaders, and the community.



### **SFU's Knowledge Mobilization Model Building on Core Strengths**

SFU faculties focus on societal needs, drawing upon a strong Arts, Social Sciences and Science foundation. The research continuum extends from knowledge generation through mobilization, including dissemination and application.

## ENGAGING COMMUNITIES

**To be Canada's most community-engaged research university.**

SFU will maintain and expand its community connections as an integral part of its academic mission, creating opportunities for practical and experiential learning; informing and inspiring research; and contributing to its relevance and success.

SFU will develop partnerships and maximize the capacities of its three campuses to enhance the social, economic, environmental and cultural well-being of communities both locally and globally. The university will build respectful and mutually beneficial community relationships.

SFU will meet the lifelong learning needs of students, alumni and the community, and will respond with innovative programs and learning opportunities for academic, personal and professional development.

SFU will be BC's public square for enlightenment and dialogue on key public issues, and will be known as the institution to which the community looks for education, discussion and solutions.

## UNDERLYING PRINCIPLES

In addition to the above, SFU commits to the following underlying principles:

**Academic and Intellectual Freedom:** SFU will be an open and inclusive university whose foundation is intellectual and academic freedom.

**Diversity:** SFU will foster a culture of inclusion and mutual respect, celebrating the diversity and multi-ethnic character reflected amongst its students, staff, faculty, and our society.

**Internationalization:** SFU will value international knowledge, understanding and engagement, and will seek to engender an active global citizenship among its students, faculty and staff, and to ensure that SFU is an engaged partner and contributor on the international stage.

**Respect for Aboriginal Peoples and Cultures:** SFU will honour the history, culture and presence of Aboriginal peoples. The university will welcome and nurture Aboriginal students and seek opportunities for greater representation of Aboriginal peoples amongst its faculty and staff.

**Supportive and Healthy Work Environment:** SFU will recognize, respect and value the essential contribution made by staff and faculty, and will seek to build and sustain a work environment that is equitable, supportive, rewarding and enjoyable.

**Sustainability:** SFU will pursue ecological, social and economic sustainability through its programs and operations. Through teaching and learning, research and community engagement, SFU will seek and share solutions. In its own operations, it will develop and model best practices, from minimizing its ecological footprint, to maximizing its social health and economic strength.