Strategic Planning Survey Results
Simon Fraser University

June 10, 2022
Presentation
Prepared by Academica Group
Agenda

1. Context, Purpose & Method
2. Results
3. Key Findings
4. Questions & Discussion
Two options were shared with the SFU community to gather input during Phase One of the SFU: What's Next strategic planning process:

- Community consultation via the online discussion tool, ThoughtExchange
- Online survey

Both activities are being summarized and will be shared back to the community over the summer.

Phase Two will include multiple round table discussions, both intimate and larger in scale, peer-to-peer student engagement as well as audience-specific town halls.
Gather broad input from SFU students, faculty, staff, alumni, donors, partners and others who have a vested interest in the future of SFU as part of the SFU: What’s Next process
Method

- Online survey between April 4 and May 1, 2022.
- Survey questions were developed collaboratively by Academica and the SFU Strategic Planning project team.
- SFU stakeholders, including students, faculty, staff, alumni, donors, and partners were invited to complete the survey through a variety of communications channels.
- 601 SFU stakeholders completed the survey.
- Open-ended survey questions were analyzed by multiple coders. Two researchers at Academica Group independently coded the same random sample of 50 responses for each open-ended question, then compared coding to come to consensus on preliminary codes/theme groupings and language used. The rest of the coding was done by one researcher, using the preliminary coding frame as a reference and returning multiple times to each question to ensure coding was consistent.
Survey Results
Relationship with SFU

Which of the following best describes your relationship with SFU? Please select all that apply.

<table>
<thead>
<tr>
<th>Selections</th>
<th>n</th>
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</thead>
<tbody>
<tr>
<td>1</td>
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<tr>
<td>2</td>
<td>109</td>
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<tr>
<td>3</td>
<td>29</td>
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<tr>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>1</td>
</tr>
</tbody>
</table>

n = 601; Which of the following best describes your relationship with SFU? Please select all that apply.
Which of the following best describes your relationship with SFU? Please select all that apply.

- Staff: 163 selections, 76 for option 2, 23 for option 3
- Alumnus: 84 selections, 62 for option 3, 24 for option 4
- Faculty: 120 selections, 18 for option 5, 6 for option 7
- Undergraduate student: 36 selections, 15 for option 4, 4 for option 5
- Graduate student: 30 selections, 26 for option 5, 8 for option 7

n = 601
### Number of Selections by Relationship

<table>
<thead>
<tr>
<th></th>
<th>Staff</th>
<th>Alumnus</th>
<th>Faculty</th>
<th>Graduate student</th>
<th>Undergrad student</th>
<th>Donor</th>
<th>SFU retiree</th>
<th>Continuing Studies student</th>
<th>Partner</th>
<th>None of the above</th>
<th>NET</th>
</tr>
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<tbody>
<tr>
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<td>265</td>
<td>61</td>
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<td>14</td>
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<td>0</td>
<td>5</td>
<td>3</td>
<td>0</td>
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<tr>
<td><strong>Alumnus</strong></td>
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<td>4</td>
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<td>6</td>
<td>2</td>
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<td><strong>Continuing Studies student</strong></td>
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<td>0</td>
<td>12</td>
<td>2</td>
<td>0</td>
<td>12</td>
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<tr>
<td><strong>Partner</strong></td>
<td>3</td>
<td>7</td>
<td>1</td>
<td>3</td>
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<td>0</td>
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<td><strong>None of the above</strong></td>
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<tr>
<td><strong>NET</strong></td>
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<td>145</td>
<td>67</td>
<td>59</td>
<td>30</td>
<td>14</td>
<td>12</td>
<td>9</td>
<td>9</td>
<td>601</td>
</tr>
</tbody>
</table>

n = 601; Which of the following best describes your relationship with SFU? Please select all that apply.
Key Strengths of SFU

- Teaching and programs: 50%
- Research: 50%
- Community engagement: 28%
- Campuses and facilities: 28%
- Faculty and staff experience: 25%
- Student experience: 22%
- Sustainability: 17%
- Equity, diversity and inclusion: 14%
- Reconciliation: 9%
- Other: 4%
- None of the above: <1%
- Prefer not to answer / Don’t know: 6%

n = 601; Thinking about SFU overall, what do you consider to be three (or up to three) key strengths of SFU?
n = 601; Thinking about SFU overall, what do you consider to be three (or up to three) key strengths of SFU?
What do you consider to be three (or up to three) key areas in which SFU most needs to improve?

- Student experience: 48%
- Faculty and staff experience: 41%
- Campuses and facilities: 35%
- Equity, diversity and inclusion: 32%
- Teaching and programs: 25%
- Reconciliation: 21%
- Research: 18%
- Community engagement: 17%
- Sustainability: 17%
- Other: 5%
- Prefer not to answer / Don't know: 5%

n = 601
n = 601; What do you consider to be three (or up to three) key areas in which SFU most needs to improve?
n = 601; Thinking about SFU, what makes you most proud of the university? - Coded
n = 601; Thinking about SFU, what makes you most proud of the university? - Coded
People & culture

“I love my program and the faculty, staff, and students within it. The teaching and learning are engaging, critical, and inclusive.”

“Small community of people that are able to get work done. Whether its research, projects, or any subject, students and faculty are always willing to work together.”

“Our dedicated staff and faculty who come together to provide an exceptional student experience in terms of educational quality and support.”

n = 86 (14%); Thinking about SFU, what makes you most proud of the university? - Coded
Most Proud of SFU For
Sample Quotes

Research

“Top of the world research achievements.”

“Community Engaged Research, research that benefits beyond citations.”

“My colleagues are conducting research that has a major impact on our field.”

n = 51 (8%); Thinking about SFU, what makes you most proud of the university? - Coded
Most Proud of SFU For
Sample Quotes

Reputation & rankings

“Its consistently high ranking as a comprehensive university.”

“We are a very visible institution, nationally and internationally recognized for research and educational programs. There is very interesting research taking place, I am happy to support that work.”

“The strength and stature that it has reached in its short life so far. It has been remarkably successful young university.”

n = 43 (7%); Thinking about SFU, what makes you most proud of the university? – Coded
Most Proud of SFU For
Sample Quotes

Programs, departments & faculties

“The breadth of programs available and the quality of education students receive.”

“The co-op program....still a leader in this arena.”

“Our faculty development and TA/TM development programs.”

n = 42 (7%); Thinking about SFU, what makes you most proud of the university? - Coded
Teaching & learning

“On its best days, SFU combines ambitious and high-quality teaching and research with a greater openness and flexibility than most other Canadian universities with its ambitions.”

“The quality of the faculty -- both their research programs and expertise and their dedication to providing a meaningful education.”

“That it prioritizes student engagement and experiential learning to address real-world problems with evidence-based solutions.”

n = 41 (7%); Thinking about SFU, what makes you most proud of the university? - Coded
Most Proud of SFU For
Sample Quotes

Innovation & radicalism

“The innovative aspect of SFU sets it apart from other post-secondary institutions and in my opinion, the major draw for people in BC.”

“One of the most unique research/academic/teaching environments which boldly experiments with various novel ideas and themes.”

“Unique, maverick spirit, history of standing up and doing things differently. In redefining it's purpose perhaps for the future, there's a massive opportunity to go back to the core/origin story and redefine what it means to be a university today.”

n = 40 (7%); Thinking about SFU, what makes you most proud of the university? - Coded
Current vision statement:
To be the leading engaged university, defined by its dynamic integration of innovative education, cutting-edge research, and far-reaching community engagement.

Extant to Which the Vision is Inspiring

- Extremely inspiring: 3%
- Very inspiring: 15%
- Moderately inspiring: 38%
- Slightly inspiring: 23%
- Not at all inspiring: 18%
- Prefer not to answer / Don’t know: 2%

Average: 2.6

n = 601; How inspiring do you find this vision?
Average rating, where 1=Not at all inspiring and 5=Extremely inspiring (Prefer not to answer / Don’t know excluded from average calculation)
Current vision statement:
To be the leading engaged university, defined by its dynamic integration of innovative education, cutting-edge research, and far-reaching community engagement.

n = 601; To what extent has SFU achieved the current vision?
Average rating, where 1 = Not at all and 5 = Completely (Prefer not to answer / Don't know excluded from average calculation)
## Meaning of “Canada’s engaged university”

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engaging with communities/externally</td>
<td>16%</td>
</tr>
<tr>
<td>Engaging students, staff &amp; faculty</td>
<td>5%</td>
</tr>
<tr>
<td>Awareness &amp; responsivity to needs/Issues</td>
<td>5%</td>
</tr>
<tr>
<td>Real-world relevance &amp; application</td>
<td>5%</td>
</tr>
<tr>
<td>Engaging in social issues (reconciliation, sustainability &amp; EDI)</td>
<td>4%</td>
</tr>
<tr>
<td>Involving stakeholders in dialogue &amp; decision-making</td>
<td>3%</td>
</tr>
<tr>
<td>Community-engaged learning &amp; research</td>
<td>3%</td>
</tr>
<tr>
<td>Outreach &amp; service</td>
<td>3%</td>
</tr>
<tr>
<td>Prioritizing &amp; improving the student experience</td>
<td>2%</td>
</tr>
<tr>
<td>Reciprocal engagement</td>
<td>2%</td>
</tr>
<tr>
<td>Benefitting communities &amp; making a difference</td>
<td>1%</td>
</tr>
<tr>
<td>Engaging in teaching &amp; research</td>
<td>1%</td>
</tr>
<tr>
<td>Engaging with diverse stakeholders</td>
<td>1%</td>
</tr>
<tr>
<td>Preparing students &amp; graduates to contribute to society</td>
<td>1%</td>
</tr>
<tr>
<td>Partnerships</td>
<td>1%</td>
</tr>
<tr>
<td>Being an accessible institution</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>7%</td>
</tr>
<tr>
<td>Not much / Nothing</td>
<td>25%</td>
</tr>
<tr>
<td>Negative comment/Needs improvement</td>
<td>8%</td>
</tr>
<tr>
<td>Prefer not to answer/Don't know</td>
<td>28%</td>
</tr>
<tr>
<td>Vague / Unclear response</td>
<td>2%</td>
</tr>
</tbody>
</table>

n = 587; What does SFU’s vision of being “Canada’s engaged university” mean to you today? - Coded

Responses that included a negative view or a comment on an area in need of improvement were also coded under “Negative comment / Needs improvement”
What does SFU’s vision of being “Canada’s engaged university” mean to you today?

Responses that included a negative view or a comment on an area in need of improvement were also coded under “Negative comment / Needs improvement”

n = 587
Meaning of "Canada's engaged university"

Sample Quotes

“That the university is engaged with the world around it - its approach to education and its research focus address the real issues facing society today and help tangibly improve our lives.”

“It means small, engaged class sizes, many student programs (both student-led and staff led), lots of international engagement through all levels of student programming, staff projects, and faculty research & relations.”

“Being connected and engaged in reciprocal relationships with the communities it is embedded in.”

n = 92; What does SFU’s vision of being “Canada’s engaged university” mean to you today?  - Coded
By 2027, what key words do you hope people are using to describe SFU?
How important are each of the following six principles for guiding the future work of SFU?

Average rating, where 1 = Not at all important and 5 = Extremely important (Prefer not to answer / Don’t know excluded from average calculation)

<table>
<thead>
<tr>
<th>Principle</th>
<th>Extremely important</th>
<th>Very important</th>
<th>Moderately important</th>
<th>Not at all important</th>
<th>Prefer not to answer / Don’t know</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supportive and Healthy Work Environment</td>
<td>63%</td>
<td>25%</td>
<td>7%</td>
<td>3%</td>
<td></td>
<td>4.4</td>
</tr>
<tr>
<td>Academic and Intellectual Freedom</td>
<td>54%</td>
<td>31%</td>
<td>10%</td>
<td>3%</td>
<td></td>
<td>4.3</td>
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<tr>
<td>Diversity</td>
<td>53%</td>
<td>25%</td>
<td>12%</td>
<td>3%</td>
<td></td>
<td>4.1</td>
</tr>
<tr>
<td>Sustainability</td>
<td>48%</td>
<td>29%</td>
<td>14%</td>
<td>3%</td>
<td></td>
<td>4.1</td>
</tr>
<tr>
<td>Respect for Aboriginal Peoples and Cultures</td>
<td>50%</td>
<td>23%</td>
<td>13%</td>
<td>7%</td>
<td></td>
<td>4.0</td>
</tr>
<tr>
<td>Internationalization</td>
<td>29%</td>
<td>33%</td>
<td>24%</td>
<td>8%</td>
<td></td>
<td>3.7</td>
</tr>
</tbody>
</table>

n = 548; How important are each of the following six principles for guiding the future work of SFU?

<3% not shown; Average rating, where 1 = Not at all important and 5 = Extremely important (Prefer not to answer / Don’t know excluded from average calculation)
n = 548; How important are each of the following six principles for guiding the future work of SFU?
Average rating, where 1=Not at all important and 5=Extremely important (Prefer not to answer / Don’t know excluded from average calculation)
Do you have any comments about the principles that should guide the future work of SFU? This could include ideas for other principles that should guide SFU or feedback on SFU’s existing principles (above). – Coded

Responses that included a negative view or a comment on an area in need of improvement were also coded under “Negative comment”
One Thing SFU Should Accomplish in Next 5 Years

<table>
<thead>
<tr>
<th>Suggestion</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Improve working conditions &amp; culture</td>
<td>11%</td>
</tr>
<tr>
<td>Improve student experience &amp; support</td>
<td>9%</td>
</tr>
<tr>
<td>Improve campus &amp; facilities</td>
<td>9%</td>
</tr>
<tr>
<td>Actions for reconciliation, decolonization &amp; Indigenization</td>
<td>7%</td>
</tr>
<tr>
<td>Actions for sustainability</td>
<td>6%</td>
</tr>
<tr>
<td>Actions for equity, diversity &amp; inclusion</td>
<td>6%</td>
</tr>
<tr>
<td>Prioritize or improve teaching &amp; research excellence</td>
<td>6%</td>
</tr>
<tr>
<td>Improve reputation &amp; rankings</td>
<td>5%</td>
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<tr>
<td>Support flexible learning &amp; working options</td>
<td>4%</td>
</tr>
<tr>
<td>Reallocate resources, hire more faculty &amp; reduce administration</td>
<td>4%</td>
</tr>
<tr>
<td>Support student and faculty recruitment &amp; retention</td>
<td>3%</td>
</tr>
<tr>
<td>Engage or partner with communities &amp; industry</td>
<td>2%</td>
</tr>
<tr>
<td>Reduce tuition &amp; fees</td>
<td>2%</td>
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<tr>
<td>Establish professional schools (medical, law)</td>
<td>2%</td>
</tr>
<tr>
<td>Change its name</td>
<td>2%</td>
</tr>
<tr>
<td>Prioritize or improve graduate outcomes</td>
<td>2%</td>
</tr>
<tr>
<td>Take action &amp; be transparent</td>
<td>1%</td>
</tr>
<tr>
<td>Be less &quot;woke&quot;</td>
<td>1%</td>
</tr>
<tr>
<td>Support academic &amp; intellectual freedom</td>
<td>1%</td>
</tr>
<tr>
<td>Improve research funding &amp; support</td>
<td>1%</td>
</tr>
<tr>
<td>Reduce international recruitment</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>12%</td>
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<td>17%</td>
</tr>
<tr>
<td>Vague / Unclear response</td>
<td>3%</td>
</tr>
</tbody>
</table>

n = 536; If SFU could accomplish one thing in the next 5 years, what should it be? - Coded
One Thing SFU Should Accomplish in Next 5 Years

Staff 237
1. Improve working conditions & culture 19%
2. Prefer not to answer / Don't know 18%
3. Improve student experience & support 11%
4. Other 10%
5. Actions for reconciliation, decolonization & Indigenization 10%

Alumnus 147
1. Prefer not to answer / Don't know 19%
2. Other 12%
3. Improve campus & facilities 10%
4. Improve student experience & support 9%
5. Improve working conditions & culture 8%

Faculty 135
1. Other 16%
2. Prioritize or improve teaching & research excellence 16%
3. Improve working conditions & culture 12%
4. Improve student experience & support 13%
5. Reallocate resources, hire more faculty & reduce administration 11%

Graduate student 63
1. Improve working conditions & culture 14%
2. Other 14%
3. Improve student experience & support 13%
4. Actions for reconciliation, decolonization & Indigenization 11%
5. Actions for sustainability 11%

Undergraduate student 49
1. Prefer not to answer / Don't know 31%
2. Improve campus & facilities 14%
3. Improve student experience & support 13%
4. Other 8%
5. Vague / Unclear 8%

n = 536; If SFU could accomplish one thing in the next 5 years, what should it be? - Coded
If SFU could accomplish one thing in the next 5 years, what should it be?

- Coded

"Improve working conditions for students, faculty and staff."

"Become a living wage employer and ensure that all contracted staff receive the same benefits and remuneration as SFU employees."

"To have faculty and staff feel supported, respected, well and equitably compensated, and confident in their safety and wellbeing at SFU."

n = 60; If SFU could accomplish one thing in the next 5 years, what should it be? – Coded
One Thing SFU Should Accomplish in Next 5 Years
Sample Quotes

Improve student experience & support

“Improved student and community engagement to create more vibrancy on the Burnaby Mountain Campus.”

“Affordable housing for students.”

“Aim to have faculty to student ratios much higher than what they are right now.”

n = 50; If SFU could accomplish one thing in the next 5 years, what should it be? – Coded
One Thing SFU Should Accomplish in Next 5 Years
Sample Quotes

Improve campus & facilities

“Ease & improve technology access and innovation.”

“Truly accessible campuses, incorporating universal design.”

“AIR conditioning in all Burnaby campus buildings.”

n = 48; If SFU could accomplish one thing in the next 5 years, what should it be? – Coded
Actions for reconciliation, decolonization & Indigenization

“Implement the calls to action in Walk This Path With Us and build upon it.”

“Decolonizing research practices in all faculties and programs.”

“Model a real commitment to reconciliation through not just recruiting more Indigenous students and hiring more Indigenous faculty but also revisiting some of our core assumptions about how a university has to run.”
Activities that SFU Could Stop or Reduce

- Workplace-related practices: 11%
- Unsustainable practices: 6%
- Hiring more administrators: 6%
- Being "woke" & virtue signalling: 4%
- Campus & facilities-related practices: 4%
- Resourcing certain areas: 3%
- Over-prioritizing EDI & reconciliation initiatives: 3%
- High administrative burden: 3%
- Bureaucracy & not listening to students, faculty & staff: 2%
- Tuition & fees-related practices: 2%
- Inequitable practices: 2%
- Prioritizing in-person learning & work: 2%
- Communications & marketing: 1%
- Inaction & lack of transparency: 1%
- Athletics & NCAA involvement: 1%
- Being all things to all people: 1%
- Grading on a curve & rigid evaluation systems: 1%
- Community engagement and outreach: 1%
- Reliance on international students: 1%
- Comparing itself to UBC: 1%
- Using the term "engaged": 1%
- Other: 13%
- No: 2%
- Prefer not to answer / Don't know: 41%
- Vague / Unclear response: 1%

n = 532; Are there any activities that SFU could stop doing or reduce? - Coded
n = 532; Are there any activities that SFU could stop doing or reduce? - Coded
Activities that SFU Could Stop or Reduce
Sample Quotes

**Workplace-related practices**

“The reliance of temporary staff positions to carry out work that is fundamental to safety, wellbeing, appropriately addressing issues along with harm and inclusion must stop.”

“Contracting out work.”

“Underpaying employees in the most expensive city in Canada, improving the benefit plan to reflect the reality of healthcare costs.”
Activities that SFU Could Stop or Reduce
Sample Quotes

Unsustainable practices

“Reduce car emissions by providing better access to the university.”

“Banning all plastic one-way container in any setting on campus, including coffee cup lids, food trays, etc.”

“We use so much paper as an institution. How can these processes be digitized?”

n = 32; Are there any activities that SFU could stop doing or reduce? – Coded
“Stop hiring senior admin and provide more support to staff and faculty on the ground. We don't need more bureaucrats.”

“I believe SFU is increasingly top-heavy with administrators, and the drift of resources in this direction is undercutting our efforts to enhance research and teaching. The latter are central to the mission of any serious university.”

“Stop hiring administrative staff who do not have an obvious role in helping faculty, staff, and students achieve the primary goals of the university.”
One Change SFU Could Make that Would Improve Experience

- Improve working conditions & culture: 18%
- Improve campus & facilities: 12%
- Support flexible working & learning: 5%
- Improve campus life & community: 4%
- Reduce bureaucracy and listen to students, faculty & staff: 4%
- Be more inclusive & strengthen EDI initiatives: 3%
- Reduce tuition and fees & improve financial support for students: 3%
- Reallocate resources, hire more faculty & reduce administration: 3%
- Prioritize teaching & research excellence: 2%
- Reduce administrative burden: 2%
- Support wellbeing of students, faculty & staff: 2%
- Enable cross-departmental/campus connectivity: 2%
- Improve alumni engagement & benefits: 2%
- Improve classroom experience (smaller class sizes, teaching quality): 2%
- Improve research funding & support: 1%
- Take action & be authentic: 1%
- Improve hiring practices: 1%
- Focus on student & graduate outcomes: 1%
- Support academic & intellectual freedom: 1%
- Enhance connections with industry & community: 1%
- Improve course availability & scheduling: 1%
- Other: 12%
- Nothing: 1%
- Prefer not to answer / Don’t know / Not applicable: 23%
- Vague / Unclear response: 1%

n = 531; What’s one change SFU could make that would most improve your experience at SFU? - Coded
One Change SFU Could Make that Would Improve Experience

n = 531; What’s one change SFU could make that would most improve your experience at SFU? - Coded
One Change SFU Could Make that Would Improve Experience
Sample Quotes

Improve working conditions & culture

“Be a better place to work. In my department, some labs don't even have clean water to drink. RAs are mistreated, overworked, and underpaid.”

“Show appreciation for the hard work that people put into their jobs.”

“Find a way to be more consistent in how staff and faculty are treated. To create community between staff and faculty rather than separateness.”

n = 94; What's one change SFU could make that would most improve your experience at SFU? – Coded
One Change SFU Could Make that Would Improve Experience
Sample Quotes

Improve campus & facilities

“Funding to upgrade some of the older offices/buildings.”

“Colour the walls, the most drab university in Canada at the moment.”

“Improve all aspects of IT at SFU. Networks, applications, workstations, etc.”

n = 65; What’s one change SFU could make that would most improve your experience at SFU? – Coded
More course availability, and flexible offerings (online, hybrid, classes offered at multiple campuses).

Create more flexible working environments where staff can work from home or in the office as their job requires. A greater work-life balance will improve morale and increase the value that staff are able to add to the university.

Don't be so tied to brick & mortar classrooms and services. Covid-19 proved a lot can be done virtually.
Key Findings
SFU stakeholders perceive teaching and research to be SFU's top strength and see room for improvement in student, faculty and staff experience and campuses and facilities.

- Half of respondents perceived teaching and programs (50%) and research (50%) to be among SFU’s top three key strengths.

- At least a quarter of respondents also perceived community engagement (28%), campuses and facilities (28%), and the faculty and staff experience (25%) as key strengths.

- When asked about what makes them most proud of SFU, top areas were the people and culture (14%) and research (8%).

- The top areas in which respondents indicated that SFU can improve are the student experience (48%), faculty and staff experience (41%), and campuses and facilities (35%).
Key Findings

**SFU’s vision evokes a moderate level of inspiration among stakeholders.**

- When asked about how inspiring they find SFU’s vision, nearly 40% found it only moderately inspiring, and when asked about the extent to which SFU has fulfilled this vision, nearly 50% felt it had been moderately fulfilled.

**“Canada’s engaged university” is not well understood by the SFU community.**

- When asked about what “Canada’s engaged university” means to them, half of respondents said it did not mean much (25%) or they did not know/preferred not to answer (28%).

- The most common interpretation referred to engaging with communities and stakeholders external to the university. Other interpretations referred to internal engagement with students, faculty, and staff, awareness and responsivity to needs and issues, and ensuring that research and teaching have real-world relevance and applications.

- Top words that respondents would like SFU to be described by in the next five years include innovative, research, university, excellence, community, top, leader and sustainable.
Fostering a supportive and healthy workplace environment and culture and allowing for academic and intellectual freedom remain important guiding principles.

- Among the six guiding principles, “Supportive and Healthy Work Environment” and “Academic and Intellectual Freedom” were the most important principles for guiding future work at SFU.

- Further comments about the six guiding principles were commonly focused on the need to create an equitable and healthy workplace environment and culture and expand and bolster the “Diversity” principle. Comments related to the “Academic and Intellectual Freedom” principle suggest a tension between allowing for expression of all views and consideration of how some views impact psychological safety or inclusion of all members of the community.

**SFU’s current guiding principles lack a focus on teaching and research excellence and fostering a supportive and engaging student experience.**

- It was commonly noted that principles related to teaching and research excellence and the student experience were missing, and that SFU needs to back up the principles with action.
Top areas for change at SFU relate to improving working conditions, the student experience, and campus facilities, and reducing unsustainable practices and administrative bloat.

• There were several differing views about one thing that SFU should accomplish in the next five years, however, the top suggestion related to improving working conditions and culture (11%), followed by improving student support and the student experience (9%) and campus facilities and infrastructure (9%).

• Respondents also had differing views about activities that SFU should stop doing or reduce. 11% of respondents pointed to workplace-related actions, such as paying a living wage, stopping outsourcing of food and cleaning services, and ending reliance on contract positions. Other top suggestions were stopping unsustainable practices (6%) and reducing the number of senior administrators (6%).

• Suggestions for changes that would improve their experience at SFU also varied, with top suggestions relating to improved working conditions and culture (18%) and improved campus facilities (12%).
Questions & Discussion
This report was published by Academica Group, a Canadian market research and institutional consulting firm.

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