



8888 University Drive, Burnaby, BC  
Strand Hall, Room 3000  
Canada V5A 1S6

TEL: 778.782.5731  
FAX: 778.782.5876

vpacad@sfu.ca  
www.sfu.ca/vpacademic

**MEMORANDUM**

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**ATTENTION** Tom Nault, Registrar and Executive Director, Student Enrollment      **DATE** November 15, 2024

**FROM** Peter Hall, Vice-Provost and Associate Vice-President, Academic      **PAGES** 1

**RE:** Academic Plan: Proposed Senate Agenda Item for December 2, 2024 Meeting

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In consultation with Dilson Rassier, I would like to request that the following item be included on the agenda of the Senate meeting scheduled on December 2, 2024:

**SFU Academic Plan (2025-2030): Update and Draft Priorities Matrix**

The purpose of this agenda item is to provide an update on the continuing development of the institutional Academic Plan and the individual plans of Faculties/Units, and to share the latest draft of an SFU Academic Plan Priorities Matrix that is intended to distill the priorities identified across Faculties/Units and help shape the goals of the forthcoming SFU Academic Plan (2025-2030).

Please see by separate file [Academic Plan – Priorities Matrix (Latest Draft) - 11 15 24.pdf] the reference document for distribution to Senate in support of this agenda item.

cc: Dilson Rassier, Provost and Vice-President Academic  
Carla Deresh, Executive Director, Office of the Provost  
Mary Holmes, Director, Strategic Projects and Analysis, Office of the Provost

What's Next: Framework for Action	SFU 2025-2030 ACADEMIC PLAN FOCUS AREAS					
	Program Development and Curriculum Renewal	Research Excellence	Indigenization and Decolonization	Inclusive Excellence and Access	Internationalization and Global Engagement	Institutional Effectiveness
	<i>Design and deliver a coherent, innovative curriculum that is continually improved through assessment and adaptation to provide an exceptional student learning environment.</i>	<i>Continue to expand SFU's research activities, deepen its engagement with community, and grow the impact of its scholars on the world.</i>	<i>Create safe and welcoming campus spaces for Indigenous Peoples, including academic pathways and supports, and decolonized research and teaching.</i>	<i>Embrace our differences while providing an inclusive climate and culture at SFU that seeks to achieve equitable and accessible opportunities for all to learn, teach, work, and thrive.</i>	<i>Strengthen the university's connections, collaborations, and reputation across the globe.</i>	<i>Ensure all activities and resources are used to directly, effectively, and efficiently support the SFU academic mission.</i>
<b>Uphold Truth and Reconciliation:</b> Embrace this critical and complex call, striving to create a strong and safe sense of belonging for all Indigenous people.	Advance the Indigenization and decolonization of curricula and teaching/learning practices informed by SFU's <a href="#">Reconciliation Reports</a>  Increase Indigenous enrollment in a broadened range of programs	Support Indigenization and decolonization of research tools, methods, and networks	Strengthen Indigenous partnerships and community engagement  Enhance learning opportunities regarding truth and reconciliation for all students, faculty and staff	Building on existing offerings, expand program pathways and outreach activities (including K-12) that support Indigenous student recruitment, enrollment and success	Facilitate collaborations/partnerships with Indigenous scholars around the world  Build awareness and understanding of decolonization in other countries to inform this work at SFU	Develop/hone strategies for Indigenous student advising, retention, and support  Develop/hone strategies for Indigenous faculty and staff hiring and retention
<b>Engage in Global Challenges:</b> Leverage our experience, approach, and connections to help address humanity's most complex problems and questions.	Develop curricula and programming that investigates and addresses global challenges  Establish strategies for the critical understanding and ethical/effective use of generative AI in teaching, learning, writing, and research	Advance priority areas identified in SFU's <a href="#">Strategic Research Plan</a> , including interdisciplinary approaches to global challenges, such as climate, health, and social justice  Support interdisciplinary research clusters and cross-centre collaborations relevant at local and global scales	Support research, teaching and engagement with Indigenous perspectives on global challenges	Convene conversations through public engagement on topical issues of local and global importance	Enhance and mobilize the global reach and reputation of SFU's teaching, research and community engagement  Develop/hone strategies for international student advising, retention and success	Increase/diversify international student enrollment in a broadened range of programs

# SFU ACADEMIC PLAN PRIORITIES MATRIX

DRAFT AS OF NOVEMBER 15, 2024

	Program Development and Curriculum Renewal	Research Excellence	Indigenization and Decolonization	Inclusive Excellence and Access	Internationalization and Global Engagement	Institutional Effectiveness
<b>Make a Difference for B.C.:</b> Reinforce our role as the university for B.C., using our capacity for social and economic change to strengthen the province and connect the world with B.C.	<p>Launch the SFU School of Medicine for delivery of community-embedded, culturally safe health care</p> <p>Offer a broader range of accessible credentials and laddering pathways that leverage existing offerings and promote learning and skills development across the life span</p>	<p>Advance priority areas identified in SFU's <a href="#">Strategic Research Plan</a>, including research that responds to the needs/interests of B.C. communities such as technology, management, policy, and knowledge foundations</p> <p>Enhance community-engaged learning, teaching, and scholarship</p>	<p>Expand connections with B.C. Indigenous communities with a focus on the educational goals of Host Nations and of SFU</p>	<p>Develop/hone inclusive policies and practices that support diverse student needs in areas ranging from recruitment and admission to housing, wellness, academic studies and work-integrated learning, retention and program completion</p>	<p>Sustain/increase programming that attracts diverse learners, and promotes cross-cultural understanding</p>	<p>Align strategic enrollment plans with SFU and provincial priorities as an integral component of multi-year budgeting</p> <p>Increase opportunities for student-alumni engagement and mentorship</p>
<b>Transform the SFU Experience:</b> Break barriers, reduce biases, and create systems that promote student success, improve campus vibrancy, and create space for everyone to do their best work.	<p>Enhance student outcomes through more streamlined curricula and pathways for program completion</p> <p>Establish a multi-campus model that offers distinct learning and research opportunities at each campus, and virtually</p>	<p>Enhance research supports and skills development in areas such as grant writing, knowledge dissemination, student mentorship and supervision</p> <p>Expand research-informed teaching, and opportunities for students to gain research experience</p>	<p>Foster learning and research environments that honour and amplify Indigenous knowledges</p> <p>Increase access to research and learning resources for Indigenous undergraduate, graduate and lifelong learners</p>	<p>Create more welcoming, equitable and inclusive research, teaching, learning, and work environments that align with university accreditation, employment and human rights standards</p> <p>Foster more accessible in-person, online and blended learning environments that meet the needs of diverse learners</p>	<p>Expand ongoing engagement with alumni based internationally and cultivate local and global alumni, donor and endowment support</p> <p>Establish resilient continuity plans that anticipate potential disruptions caused by regional and global pressures</p>	<p>Improve policies, operations and harmonization of service delivery across campuses that promote staff, faculty and student success</p> <p>Ensure technology, data and facilities infrastructure supports the academic mission</p> <p>Promote academic instruction by continuing faculty and faculty renewal plans that support this goal</p>