### Values

The ordering of these values does not reflect priority. It is simply the order in which they emerged on the wall in the plenary session. Sentences hold the elements that made up each cluster.

#### We value:

#### **Embracing a Commitment to Growth and Change**

We value creative growth, change, openness, and collaboration to overcome obstacles, achieve goals, and celebrate successes.

#### **Research and Scholarship Making an Impact**

We value broad conceptions of impactful scholarship and research. This includes ethical integrity, rigour, and critical thinking; expanding from the local to the global through active, scholarly communities.

#### **Commitment to Responsible Governance and Leadership**

In the context of thoughtful and inclusive leadership, we value responsible, transparent and accountable governance built upon critical thinking and debate.

#### Availability of Service and Resources that Can Make a Difference

We value the provision of resources, spaces, and services that make a positive difference and support our teaching, learning and research community.

#### Keep Teaching, Learning and Scholarship Relevant, Creative and Provocative

We value teaching, learning and scholarship that is relevant, creative, and provocative, and built upon a reflective ethical commitment to student success and life-long learning, making our work meaningful.

#### A Living Ethic of Care and Respect

We value a living ethic of care and respect, personal and professional integrity, diversity, collegiality and collaboration.

## Vision

## "What do we want the Faculty of Education to be like and what do we want to be prioritizing in the next five years?"

The ordering of these vision elements does not reflect priorities. This is the order in which these emerged during the plenary session. Sentences hold the elements that made up each cluster.

#### We envision:

#### #1 Responsive and Innovative Programs

We envision innovative, holistic and responsive program reform that is efficient and aligned, includes dynamic graduate and undergraduate programs, and a commitment to professional development for faculty and staff.

#### #2 A Dynamic Reputation and Impact

We envision a dynamic, enhanced reputation and impact featuring innovative faculty and student research, interactions, international partnerships, defined leadership that advances research capacity, influence in the field of education, and growth in research chairs.

#### #3 A Respectful and Empowering Environment

We envision respectful and empowering environments, effective communication, shared democratic leadership and decision-making; clarity in policies, procedures and expectations supported by trust; cohesion between departments and transparency that fosters high morale amongst staff, students and faculty built upon a spirit of togetherness.

#### #4 Collaborative Leadership and Planning

We envision collaborative, authentic leadership and planning that includes financial stability, optimized administrative resources, departments configured to support collaboration, and bridges within and across the university.

#### **#5 Innovation in Action**

We envision innovation realized through action, supported by professional development, life-long learning, robust integration of technologies, and distributed learning.

#### #6 A Commitment to Diversity

We envision a commitment to embracing Aboriginal, local and global diversity, creating inclusive environments, valuing diverse student voices and perspectives, accessibility, equity and respect.

#### **#7** Scholarly Excellence

We envision distinguished research and scholarship, centres of excellence, interdisciplinary studies, a strong office of research and international outreach, and celebration of our successes.

#### #8 An Enriched, Engaged Student Learning Experience

We envision an enriched, engaged student learning experience that embraces responsiveness to student needs, richer field experiences, innovation, opportunities, and creative delivery of knowledge.

## **Strategic Priorities**

# "What can we do to address underlying contradictions and realize our Vision?"

The numbering of these strategies does not reflect priorities. This is the order in which these emerged during the plenary session. Sentences hold the elements that made up each cluster.

#### **#1 Putting Student Needs First**

We plan to take action to put students' needs first by hearing their voices and addressing courseand program-related issues concerning theory and practice.

#### #2 Balancing Time and Workload

We plan to take action to provide incentives for research, establish value in the balance between research and teaching, realign service commitments, prioritize tasks and responsibilities within defined expectations, and use resources and technology efficiently to better manage time.

#### **#3 Planning Comprehensively for Thoughtful Action**

We will plan comprehensively for thoughtful action by considering the past and identifying specific strategies for balancing short- and long-term goals.

#### **#4 Celebrating Success and Accomplishments**

We plan to celebrate our successes and accomplishments by creating incentive systems, providing tangible rewards for excellence and productivity, widely promoting achievements, organizing events to communicate progress and celebrate what's working, and foster pride in the Faculty of Education.

#### **#5 Bridging Tradition and Innovation**

We plan to build on existing strengths by modeling and fostering creative, innovative scholarship and research through enhanced support for research, leadership and administration.

#### #6 Fostering a Trusting Respectful Community for Collaborative Growth

We plan to foster a trusting and respectful community for growth by opening avenues for and rewarding collaboration, and actively promoting innovative teaching and learning that contributes to an inclusive learning community in which we value all our members. We want to foster a positive attitude, hold individuals accountable for their contributions to the FOE community, and build consensus by creating frameworks that support new understandings. We wish to create and preserve a balance between individual and collective interests, and encourage an environment that allows for creative and educated risk-taking. We plan to be bolder, more confident, and accommodate short-term disruption for long-term gain.

#### **#7** Examining our Structures through Innovative and Equitable Decision-Making

We plan to collaboratively re-imagine existing departmental/program structures and roles through widespread consultation and involvement, enhanced by technology.

#### **#8 Supporting Diversity Proactively**

We plan to examine the issue of diversity itself, opening avenues for expression and listening to multiple perspectives, by ensuring a diversity of people and ideas in all aspects of our teaching, learning, research and service.

#### **#9** Leveraging Relationships with University and External Partners

We plan to strengthen our relationships with external partners, through communications, marketing and advancement work.

#### #10 Creating Opportunities for 21st Century Learning and Development

We plan to create concrete opportunities for 21<sup>st</sup> century learning and development at all levels by keeping pace with innovative technologies, professional development, prioritizing collaborative opportunities and knowledge sharing – both academic and administrative. We want to provide forums, workshops, spaces, events and opportunities for collaboration and dissemination.

#### **#11 Optimizing Resources**

We plan to generate and optimize our infrastructure, human and other resources in transparent and equitable ways (for example, through donor support and international initiatives).

## Mapping our Strategic Priorities through the Lens of the Brock Integrated Plan

Ensure Brock is a preferred place to work and study

1. Balance Time and Workload; 2. Celebrate Success and Accomplishments; 3. Foster a Trustful, Respectful Community for Collaborative Growth

Support Brock's undergraduate student-centered focus while maintaining excellence in graduate education

4. Create Opportunities for 21st Century Learning/Development; 5. Put Students' Needs First

Foster excellence in research, scholarship, and creativity

6. Bridge Tradition and Innovation

Serve the social, cultural, and economic well-being of the University, as well as the local, national, and global communities

7. Leverage Relationships with University and External Partners; 8. Support Diversity Proactively

Encourage trans-disciplinary initiatives

9. Remobilize Structures through Equitable Decision Making

Promote internationalization

6. Bridge Tradition and Innovation

Practice accountability, fiscal responsibility, and stewardship.

10. Optimize Resources; 11. Plan Comprehensively for Thoughtful Action