### Summary

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<td>Thought Provokers</td>
<td>Sustainability should become an overarching theme, inclusive of all that is in the plan</td>
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<td>Tension to Drive Positive Change</td>
<td>34% of academic staff are on temporary contracts—mean we have a fragile academy.</td>
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<td>Strategies</td>
<td>Update diversity, equity, and inclusion policies and procedures to reflect current situation.</td>
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<td>Create a set of criteria to determine the countries/regions we will target at the institutional level</td>
<td>Make sustainability visible. Tell our sustainability story.</td>
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Each participant was asked to name one thing to include in the draft plan:

1. Develop a diversity strategy for the whole university
   a. What does diversity mean to us?
   b. We have a significant under-representation in several groups in some areas: disabled, visible minorities, Aboriginal, women—what kind of environment do they encounter when they arrive here? Is it encouraging?

2. Increase understanding around what the community needs in terms of technology to support teaching, research, and administrative goals.

3. The Wirth Institute is supported by Austrian gov’t funds, has formal ties to 7 countries in central Europe—we already have enormous resources and a strong foundation for building international connections in Central Europe
   a. China is often considered the “go-to” country but don’t forget Europe—it needs to be in the strategic plan—needs to be signalled to gov’t

4. Community service and connection—breach town and gown
   a. Museums and Collections could have a large role in Enterprise Square
   b. Could have a strong presence in visual and fine arts

5. Would like to see the Sustainability Strategic Plan be reflected in the ISP—creating a culture of sustainability across the campus and from there seeding a culture of sustainability around the globe.

6. Adding to this: Make sustainability more visible on campus so that visitors and newcomers can easily understand and see what we do. Make sustainability inclusive of all we do. Promote what we already do and build from there.

7. Diversity and inclusivity. We have it on campus but we also need to ensure that everyone has a feeling of belonging.

8. Millennials want a supportive system—a soft landing. Transition into university and retention are important. They want to see themselves reflected throughout the university, not only pockets of services targeted to one group or another. Diversity is everywhere but need to work on integration.

9. Redirect some of the money spent on CAST contracts to hire tenure-track professors. A focus on tenured position:
   a. increases reputation
   b. increases research capacity
   c. students receive more support from tenured faculty
   d. tenured faculty actively connect university to community

10. SOTS, CAST, TRAS—34% of total academic staff are on temporary contracts of one kind or another.
    a. Means we have a tenuous working situation
b. Means the university has a tenuous academy  
c. Serious mis-step to ignore this issue  
d. Is there a way to transition SOTS to continuous contracts? E.g. NAIT transitions temporary employees after a certain period of time.  
e. SOTS have little access to PER, often have no on-boarding—end up having to fight your way through and figure out things for yourself  
f. Could something be done to use endowment funds to create permanent positions?

Further discussion of three emerging themes:

Diversity
- Symbols, especially at our most important ceremonies, matter. E.g. Royal Roads University has a NWC Peoples artifact which sits alongside the university’s mace at convocation  
- Important that people know when they come onto campus that they are on Treaty territory  
- Is the faculty/staff diversity reflective of the broader community? Not yet.  
- There are huge gaps in supports for international students, especially in terms of making them feel as “at home” as local students.  
- Important to add the word equity to the conversation about diversity—as our environment becomes more diverse, we need to update our policies and procedures  
- Really important to have the president’s and provost’s support for diversity, equity, and inclusion  
- Some of our buildings are not yet accessible.

International
- Connections we make can be long-lasting and have long-term impact  
- Have we considered Mexico as a target region? It is important to Canada.  
- Should have ISP name the criteria by which we can name the countries or regions that will have institutional-level support  
  - Start by looking at the community where our connections already are strong  
  - Consider the current degree/extent of engagement on campus  
  - Where can we actually give value?  
  - What are the strategic and diplomatic opportunities?  
  - Can we sustain the selected strategy?

Sustainability
- Importance of “local”  
- Everything talked about today could fall under the umbrella of sustainability. E.g. When we consider whether or not we should recruit international students, we should also think about whether we can sustain the program once they’re here. Or, when we consider creating a research program, we should ask if we’ll be able to sustain it.  
- Many of the topics discussed today are in the sustainability plan  
- Should make it an overarching theme of the ISP  
- All of our building practices should be reviewed from the perspective of sustainability—are we using the right materials to last 100 years?
• Sustainable buildings are a visible representation of our commitment to sustainability and have an immense influence on our lives—this is already a strength for U of A. We need to tell this story.