



UNIVERSITY OF  
ALBERTA

FOR THE PUBLIC GOOD

Students' Council

March 22, 2016

Steven Dew

Provost and Vice-President (Academic)

# Institutional Plan Development

**GOAL:** **One** strategic plan to guide all institutional academic and administrative priority-setting, decision-making, and governance.

## STAGE 1: Campus Consultation

- Common Values
- Collective Vision
- Goals and Strategies

## STAGE 2: Draft Plan Approval

- **Community Feedback**
- Governance Review

# Initial Consultations

- 17 faculty meetings with the President
- Senior administrators retreat
- The discussion paper:
  - Changing demographics
  - Increased competition nationally and internationally
  - Current economic climate
  - Anticipated tightening of government budgets

# Discussion Paper Consultation and feedback

- 30+ meetings: campus forums (livestreams viewed 900 times), round tables, GSA, SU, Faculty Councils, university committees, Alumni Council, Senate, and the Board of Governors
- 850+ total in-person consultations
- 125+ on-line and email responses
- Sharing of consultation summaries with the university community:
  - [uofa.ualberta.ca/strategic-plan](https://uofa.ualberta.ca/strategic-plan)

# Institutional Strategic Planning Advisory Committee

## Current Members:

- David Turpin
- Steven Dew
- Lorne Babiuk
- Walter Dixon
- Joseph Doucet
- Mary Persson
- Tammy Hopper
- Jacqueline Leighton
- Kisha Supernant
- Sheena Wilson
- Helen Vallianatos
- Kimberly TallBear
- Lars Hallstrom
- Jeremy Richards
- Tim Caulfield
- Arya Sharma
- Christie Schultz
- Leanne Garon
- Fahim Rahman
- Mackenzie Martin
- Jane Traynor
- Ann Revill

# Draft ISP Development

- ISP Advisory Committee
  - Observation at public consultations
  - 6 full committee meetings
  - 10 subcommittees on consultation themes
- Consulted with senior administration
- Worked with writing team

# Structure of Document

The result? A plan that summarizes our aspirations in five verbs:

**Build**

**Experience**

**Excel**

**Engage**

**Sustain**

# Structure of Document

- Captures our plans in five high levels goals with four – six objectives each
- Outlines more detailed strategies for achieving our goals and objectives which reflect the breadth and diversity of the work we hope to achieve
- Tells our story—both the strong foundations from which we will build for the future and the directions in which we plan to head
- Can be digested quickly or read slowly
- Provides direction; reflects our values; defines our purpose as a public university



**GOAL: Build a diverse, inclusive community of exceptional students, faculty and staff from Alberta, Canada, and the world.**

# Experience

**GOAL: Experience diverse and rewarding learning opportunities that inspire us, nurture our talents, expand our knowledge and skills, and enable our success.**

**GOAL: Excel as individuals, and together, sustain a culture that fosters and champions distinction and distinctiveness in teaching, learning, research, and service.**

**GOAL: Engage communities across campuses, the province, Canada and the world to create reciprocal, mutually beneficial learning experiences, research projects, partnerships, and collaborations.**

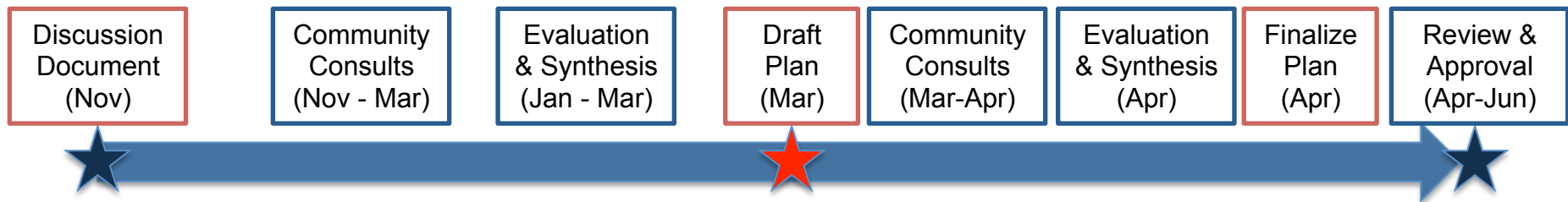
**GOAL: Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all Albertans.**

# About the Draft



- Order is not a indication of priority
- Design will change significantly
- Title is tentative—meant to capture the “why” or purpose of our actions
- Vision is unchanged
- Mission amended slightly with the addition of “for the benefit of society”
- Values are fundamentally the same but have been restated in order to better reflect what was heard during consultations
- We will share feedback on the first draft as was done during first round of consultation

# Next Steps



- Community consultations on the draft plan
- Evaluation and synthesis by ISP Advisory Committee, senior leadership team, ISP team, President and Provost
- Completion of the final draft of the ISP
- Governance review and approval

# Questions

- Do the goals, objectives, and strategies listed in the draft institutional strategic plan accurately reflect our values and our aspirations for the institution? Why or why not?
- Will it enable you to push forward on initiatives, projects, courses, etc, you have planned?
- Do you have any substantive changes to suggest for the goals, objectives, and strategies listed in the draft institutional strategic plan?



# Participate

Visit the webpage:

**UAB.CA/STRATEGIC-PLAN**

- Register to attend campus forums and roundtable discussions
- Provide online feedback to the draft plan
- Read and download the latest documents

Contact us directly: [engage@ualberta.ca](mailto:engage@ualberta.ca)

# **BACK POCKET SLIDES**

# GOALS

**GOAL: Build a diverse, inclusive community of exceptional students, faculty and staff from Alberta, Canada, and the world.**

# Experience

**GOAL: Experience diverse and rewarding learning opportunities that inspire us, nurture our talents, expand our knowledge and skills, and enable our success.**

**GOAL: Excel as individuals, and together, sustain a culture that fosters and champions distinction and distinctiveness in teaching, learning, research, and service.**

**GOAL: Engage communities across campuses, the province, Canada and the world to create reciprocal, mutually beneficial learning experiences, research projects, partnerships, and collaborations.**

# Sustain

**GOAL: Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all Albertans.**



# **RUNNING NARRATIVE SLIDES**

*To begin, we will attract outstanding students...*

**OBJECTIVE:** Build a diverse, inclusive community of exceptional undergraduate and graduate students from Edmonton, Alberta, Canada, and the world.

*...educated by exceptional faculty...*

**OBJECTIVE:** Create a faculty renewal program that builds on the strengths of existing faculty and ensures the sustainable development of the University of Alberta's talented, highly qualified, and diverse academy.

*...at a university committed to respectful relations with First Nations, Inuit, and Métis people.*

**OBJECTIVE:** Develop, in consultation and collaboration with internal and external community stakeholders, a thoughtful, respectful, meaningful, and sustainable response to the report of the Truth and Reconciliation Commission of Canada.

*As a community, we recognize that our future is built on shared values...*

**OBJECTIVE:** Build and strengthen trust, connection, and a sense of belonging among all members of the university community through a focus on shared values.

*...and ours is a story to share widely.*

**OBJECTIVE:** Build and support an integrated, cross-portfolio institutional strategy to demonstrate and enhance the University of Alberta's local, national and international story, so that it is shared, understood, and valued by the full University of Alberta community and its many stakeholders.

***By providing our students with exceptional experiences that link them to their futures, we will facilitate their success both within the curriculum...***

**OBJECTIVE:** Increase graduate and undergraduate students' access to a range of curricular experiential learning opportunities, such as community service-learning, undergraduate research, co-ops, internships, and international experiences.

*...and outside the classroom.*

**OBJECTIVE:** Create and facilitate co- and extra-curricular learning experiences for undergraduate and graduate students that enable their self-discovery and give them the skills to use their talents, creativity, and curiosity to contribute as future citizens and leaders.



***Our multi-campus environment provides exciting opportunities to build a great and diverse university...***

**OBJECTIVE:** Enhance, support, and mobilize the unique experiences and cultures of all University of Alberta campuses to the benefit of the university as a whole.

*...opening doors to a lifetime of learning experiences.*

**OBJECTIVE:** Expand access to and engagement in the University of Alberta for learners engaging in continuing and professional education programs, experiences, and lifelong learning activities.

***The foundation of our university rests on a breadth of inquiry...***

**OBJECTIVE:** Advance the University of Alberta's reputation for research excellence by pursuing fundamental questions and ideas, pushing the frontiers of knowledge, inspiring creative experimentation, driving innovation, and advancing society.

*...from which we will build areas of distinction.*

**OBJECTIVE:** Build a portfolio of signature research and teaching programs in areas where the University of Alberta is or will be recognized as a global leader.

***Within a supportive, creative culture, we will foster excellence in research...***

**OBJECTIVE:** Enable University of Alberta researchers to succeed and excel.

*...and teaching...*

**OBJECTIVE:** Inspire, model, and support excellence in teaching and learning.

*...through professional development.*

**OBJECTIVE:** Foster a culture of excellence, by enriching learning and professional development opportunities for faculty, staff, and post-doctoral fellows.

***Our ability to contribute to society will flow in large measure from our ability to connect with our communities...***

**OBJECTIVE:** Enhance, increase, and sustain reciprocal, mutually beneficial community relations, community engagement, and community-engaged research and scholarship that will extend the reach, effectiveness, benefit, and value of our university-community connections.



*...and to build interdisciplinary connections...*

**OBJECTIVE:** Facilitate, build, and support interdisciplinary, cross-faculty, and cross-unit engagement and collaboration.

*...that support institutional partnerships locally, nationally, and internationally.*

**OBJECTIVE:** Seek, build, strengthen and sustain partnerships with local, national or international research agencies, governments, government ministries and agencies, universities, Indigenous communities, libraries, not-for-profits, industry, business, and community organizations.

***Our success as an institution will be determined by our support for our people...***

**OBJECTIVE:** Prioritize and sustain student, faculty, and staff health, wellness, and safety by delivering relevant, responsive and accessible services and initiatives.

*...and our commitment to sustainability.*

**OBJECTIVE:** Continue to build and support an integrated approach to social, economic, and environmental sustainability that incorporates teaching and learning, research, outreach, capacity building, and the operations that support them.

***A commitment that extends to administration and governance...***

**OBJECTIVE:** Encourage continuous improvement in administrative, governance, and risk management systems, procedures, and policies that enable students, faculty, staff, and the institution as a whole to achieve shared strategic goals.

*...financial resources....*

**OBJECTIVE:** Secure and steward financial resources to sustain, enhance, promote, and facilitate the university's core mission and strategic goals.

*...and infrastructure.*

**OBJECTIVE:** Ensure that the University of Alberta's campuses, facilities, utilities, and information technology infrastructure can continue to meet the growth needs and strategic goals of the university.

# Objectives and Strategies Slides



**GOAL: Build a community of outstanding students, faculty and staff from Alberta, Canada and the world.**

## **OBJECTIVE: Build a diverse, inclusive community of exceptional undergraduate and graduate students from Edmonton, Alberta, Canada, and the world.**

- i. **Strategy:** Develop and implement a national undergraduate and graduate recruitment strategy to attract top students from across the diverse communities in Alberta and Canada, leveraging our strengths as a comprehensive research-intensive, multi-campus university with options for francophone and rural liberal arts education.
- ii. **Strategy:** Develop and implement an undergraduate and graduate recruitment and retention strategy to attract top Indigenous students.
- iii. **Strategy:** Optimize our international recruiting strategies to attract well-qualified international students from regions of strategic importance and enhance services and programs to ensure their academic success and integration into the activities of the university.
- iv. **Strategy:** Ensure that highly qualified undergraduate and graduate students can attend the university through the provision of robust financial assistance and scholarship programs.

**OBJECTIVE: Create a faculty renewal program that builds on the strengths of existing faculty and ensures the sustainable development of the University of Alberta's talented, highly qualified, and diverse academy.**

- i. **Strategy:** Attract and retain a diverse complement of faculty and postdoctoral fellows from around the world, with initial attention on increasing the proportion of assistant professors.
- ii. **Strategy:** Review, improve, and implement equity processes and procedures for recruiting and supporting faculty to ensure a balanced academy, representative of women, visible minorities, sexual and gender minorities, Indigenous peoples, and people with disabilities.
- iii. **Strategy:** Stabilize long-term investments in contract academic staff by offering career paths that include the possibility of continuing appointments based on demonstrated excellence in teaching.
- iv. **Strategy:** Create career transitions and encourage professors emeriti to continue to share their expertise and experience through active engagement with the university community.

**OBJECTIVE: Build, in consultation and collaboration with internal and external community stakeholders, a thoughtful, respectful, meaningful and sustainable response to the report of the Truth and Reconciliation Commission of Canada.**

- i. **Strategy:** Foster learning opportunities across the campus that enable student, staff, and faculty participation in change and reconciliation.
- ii. **Strategy:** Build the Maskwa House of Learning as a place of understanding, welcome, and cultural connection, where Indigenous and non-Indigenous students together can grow and celebrate the unique and proud histories of Indigenous peoples; and where Indigenous students can access social, cultural, and spiritual supports that enable their academic success.
- iii. **Strategy:** Evaluate and measure the University of Alberta's responses to the TRC's calls to action on an ongoing basis.

**OBJECTIVE: Build and strengthen trust, connection, and a sense of belonging among all members of the university community through a focus on shared values.**

- i. **Strategy:** Support and enhance activities, initiatives, and traditions that bond alumni, students, faculty, professors emeriti, and staff to the university.
- ii. **Strategy:** Celebrate and support diversity, inclusivity, and plurality.
- iii. **Strategy:** Identify and increase opportunities to engage alumni and volunteers as valued advisors, mentors, volunteers and interested constituents.
- iv. **Strategy:** Appreciate and value the different roles faculty, staff, and students play on campus and use their diversity of skills, perspectives, and experiences to the benefit of the institution as a whole.
- v. **Strategy:** Foster trust through respectful dialogue between faculties, departments, administrative units and campuses, and create opportunities to learn from each other's cultural variations.
- vi. **Strategy:** Encourage and support institution-wide initiatives, services, and programs, such as intramurals, student groups, clubs, and centres, which bring students from all faculties into community with each other.

**OBJECTIVE: Build and support an integrated, cross-portfolio institutional strategy to demonstrate and enhance the U of A's local, national and international story, so that is shared, understood, and valued by the full U of A community and its many stakeholders.**

- i. **Strategy:** Discover an institution-wide, comprehensive brand platform (reputation, identity, and image) around the core story of the university: its promise, its mission, its impact.
- ii. **Strategy:** Engage and advocate strategically with all levels and orders of government and other key stakeholders, and identify and demonstrate how university activities align with their goals and strategies.
- iii. **Strategy:** Communicate, using both quantitative and qualitative evidence, how the University of Alberta serves as a cornerstone of the community bringing widespread economic and societal benefits to all Albertans as well as to national and international partners and stakeholders.

**GOAL: Experience diverse and rewarding learning opportunities that inspire us, nurture our talents, expand our knowledge and skills, and enable our success.**

**OBJECTIVE: Increase graduate and undergraduate students' access to a range of curricular experiential learning opportunities, such as community-service learning, undergraduate research, co-ops, internships, and international experiences.**

- i. **Strategy:** Increase students' experiential learning through mutually beneficial engagement with community, industry, government organizations locally, nationally, and internationally.
- ii. **Strategy:** Develop global competency in our graduates through access to short- and long-term outbound international experiences.
- iii. **Strategy:** Expand professional development opportunities for graduate students and post-doctoral fellows.



**OBJECTIVE: Create and facilitate co-curricula and extracurricular learning experiences for undergraduate and graduate students that enable their self-discovery and give them the skills to use their talents, creativity, and curiosity to contribute as future citizens and leaders.**

- i. **Strategy:** Increase the opportunities for all undergraduate and graduate students to experience the benefits of living on campus, including guaranteeing the offer of a place in residence to every first-year undergraduate student.
- ii. **Strategy:** Expand and incent student mentorship programs.
- iii. **Strategy:** Support the roles of the GSA and SU, along with other student groups, in promotion of extracurricular programs on our campuses to create a sense of community and support in the learning environment.
- iv. **Strategy:** Expand access to leadership development programs for undergraduate and graduate students, such as the Peter Lougheed Leadership College.
- v. **Strategy:** Continue to support and enhance a student-athlete-centered university sport environment on all campuses that facilitates the academic, athletic and personal development of students.

**OBJECTIVE: Enhance, support, and mobilize the unique experiences and cultures of all University of Alberta campuses to the benefit of the university as a whole.**

- i. **Strategy:** Facilitate and deepen inter-campus connections, communication, and collaborations, ensuring that Augustana Campus's leadership as a liberal arts college and living laboratory for teaching and learning innovation benefits the entire university.
- ii. **Strategy:** Highlight and strengthen the role that Campus Saint-Jean plays in reflecting and reinforcing the linguistic duality of Canada as well as the world-wide multi-ethnic Francophonie, by positioning the university locally, nationally and internationally as a destination of choice for francophone and bilingual students; and by progressively improving Faculté Saint-Jean students' and applicants' access to French-language services.
- iii. **Strategy:** Enhance collaborative, community-based learning activities and build on the relationships that have been developed through the programs offered at Enterprise Square and South Campus.

**OBJECTIVE: Expand access to and engagement in the University of Alberta for learners engaging in continuing and professional education programs, experiences, and lifelong learning activities.**

- i. **Strategy:** Develop continuing and professional education programs that connect the knowledge-mobilization activities of the university's faculty members to the needs of diverse learner communities.
- ii. **Strategy:** Create a wide range of opportunities, both in-person and online, for broad, learning-centered programs for alumni and other communities of learners engaging in continuing and professional education.

**GOAL: Excel as individuals, and together, sustain a culture that fosters and champions distinction and distinctiveness in teaching, learning, research, and service.**

**OBJECTIVE: Advance the University of Alberta's reputation for research excellence by pursuing fundamental questions and ideas, pushing the frontiers of knowledge, inspiring creative experimentation, driving innovation, and advancing society.**

- i. **Strategy:** Encourage and champion achievements in a broad base of fundamental and applied research, scholarship, and creative activities.
- ii. **Strategy:** Support our culture of entrepreneurship and innovation among students, faculty, and staff where contributions to all sectors of society are rewarded, valued, and celebrated.
- iii. **Strategy:** Nurture, enable, and reward public intellectuals.
- iv. **Strategy:** Support and enhance the activities and effectiveness of TEC Edmonton and other translational initiatives.
- v. **Strategy:** Advance the U of A's reputation for excellence in research through a coordinated recognition, awards, and honours program.

**OBJECTIVE: Build a portfolio of signature research and teaching programs in areas where the University of Alberta is or will be recognized as a global leader.**

**i. Strategy:** Identify and support established and emerging areas of research and teaching distinction and distinctiveness, using the following criteria:

- *national and international stature for excellence, relevance, and impact*
- *critical mass--opportunity for broad, cross-institution engagement*
- *grass-roots leadership, participation, and support from within our university community*
- *stakeholder partnerships*
- *research partners (international, community, government, industry)*
- *Capacity to shape and align with federal and provincial research funding priorities*
- *teaching excellence in high demand academic programs*
- *physical and operational capacity*
- *geographic or situational relevance*

**ii. Strategy:** Leverage provincial, national, and international funding programs and partnerships opportunities that support the activities, impact, influence, and reach of signature programs.

**OBJECTIVE: Build a portfolio of signature research and teaching programs in areas where the University of Alberta is or will be recognized as a global leader.**

- iii. **Strategy:** Encourage and facilitate knowledge and technology transfer to ensure that society can realize the benefits of intellectual capital arising from research and creative endeavours.
- iv. **Strategy:** Develop mechanisms for identifying for both emerging and declining areas of distinction and global leadership to sustain the vibrancy of the university's portfolio of signature programs.

## OBJECTIVE: Enable University of Alberta researchers to succeed and excel.

- i. **Strategy:** Expand services and supports for researchers at all career stages (graduate student, post-doctoral fellows, and faculty), including the development of research mentorships and Grant Assist programs.
- ii. **Strategy:** Maintain and pursue partnerships across the global academy to expand research and funding opportunities for our researchers and thus increase their capacity for success.
- iii. **Strategy:** Pursue strategies to increase the success of graduate students and post-doctoral fellows in national grant, scholarship, and award programs.
- iv. **Strategy:** Secure and sustain funding for the continuous evolution and operation of research facilities and resources (e.g. libraries, labs, live animal facilities, museums and collections, performing spaces, fine arts facilities, U of A Press, etc.) to meet the changing needs of our broad-based research community.
- v. **Strategy:** Participate fully in matching programs and maintain and pursue memberships in relevant funding organizations to expand and leverage funding opportunities for the U of A and to increase our researchers' reach, influence, and impact.
- vi. **Strategy:** Seek and attract an exceptional cohort of post-doctoral fellows and support their participation in and contribution to U of A's research environment.



## OBJECTIVE: Inspire, model, and support excellence in teaching and learning.

- i. **Strategy:** Foster, encourage, and support innovation and experimentation in curriculum development, teaching, and learning at the individual, unit, and institutional levels.
- ii. **Strategy:** Adopt a set of core graduate attributes, skills, and competencies at both the undergraduate and graduate level; develop strategies for implementing them in specific disciplines and/or programs; and monitor graduate outcomes.
- iii. **Strategy:** Provide robust supports, tools, and training to assess teaching quality, using qualitative and quantitative criteria that are fair, equitable, and meaningful across disciplines.
- iv. **Strategy:** Create and support an institutional strategy that enables excellence in the design, deployment, and assessment of digital learning technologies.
- v. **Strategy:** Develop and implement programs that assure a high quality of graduate student and post-doctoral fellow supervision and mentorship.

## **OBJECTIVE: Foster a culture of excellence by enriching learning and professional development opportunities for faculty, staff, and post-doctoral fellows.**

- i. **Strategy:** Expand access to leadership development programs for faculty, staff, and post-doctoral fellows.
- ii. **Strategy:** Establish mentorship programs at the institutional, faculty, and unit levels to nurture and support faculty, post-doctoral fellows, and staff throughout their professional careers.
- iii. **Strategy:** Create pathways for career progression of academic, administrative and non-academic staff members, which includes opportunities for secondments, exchanges, job shadows, and other professional development programs and educational opportunities.
- iv. **Strategy:** Encourage, facilitate, and reward the sharing of best practices across units, faculties, and campuses.

**GOAL: Engage communities across campuses, the province, Canada and the world to create reciprocal, mutually beneficial learning experiences, research projects, partnerships, and collaborations.**

**OBJECTIVE: Enhance, increase, and sustain reciprocal, mutually beneficial community relations, community engagement, and community-engaged research and scholarship that will extend the reach, effectiveness, benefit, and value of our university-community connections.**

- i. **Strategy:** Identify and embrace opportunities to build, strengthen, and extend the U of A's connections to and engagement with external stakeholders, including the general public, neighbouring communities, ethnic and cultural communities, and other communities of practice.
- ii. **Strategy:** Develop an integrated institutional strategy for fostering and rewarding community-based research and evaluation that is intentionally collaborative from research question design through to knowledge mobilization.
- iii. **Strategy:** Engage with government, community, industry, business, and the post-secondary sector to address shared local, provincial, national, and global challenges.
- iv. **Strategy:** Continue to build mutually beneficial, authentic relationships with donors and alumni.
- v. **Strategy:** Welcome increased community access, participation, and engagement at all University of Alberta sites, such as our downtown campus at Enterprise Square and our sports facilities at South campus.

## **OBJECTIVE: Facilitate, build, and support interdisciplinary, cross-faculty, and cross-unit engagement and collaboration.**

- i. **Strategy:** Incent the development of interdisciplinary and cross-faculty graduate and undergraduate teaching and learning initiatives, including programs, courses, and embedded certificates.
- ii. **Strategy:** Develop mechanisms for identifying research expertise at the institution to allow for greater exploitation of emerging research opportunities and funding programs, particularly those requiring interdisciplinary research teams.
- iii. **Strategy:** Expand or create policies, resources, infrastructure, and strategies to encourage academic and administrative partnerships and collaborations.

**OBJECTIVE: Seek, build, strengthen and sustain partnerships with local, national or international research agencies, governments, government ministries and agencies, universities, Indigenous communities, libraries, not-for-profits, industry, business, and community organizations.**

- i. **Strategy:** Provide leadership in Alberta's post-secondary sector and support integration, collaboration, and partnership across the province's six sector model to the benefit of all Albertans.
- ii. **Strategy:** Participate and provide leadership in municipal, provincial, national and international consortia, networks and programs.
- iii. **Strategy:** Encourage provincial, national, and international collaborations, partnerships, and MOUs at institutional, faculty, department, unit, and individual levels.
- iv. **Strategy:** Seek, enhance, and support partnerships with industry, including small and medium enterprises.
- v. **Strategy:** Work closely with key provincial partners and government agencies, including members of Campus Alberta, Alberta Health Services, Alberta Innovates, The Alberta Library, NEOS, etc., to undertake mutually beneficial research, and where possible, coordinate, streamline, and deliver shared systems, services, and processes to the benefit of all Albertans.

**GOAL: Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all Albertans.**

## **OBJECTIVE: Prioritize and sustain student, faculty, and staff health, wellness, and safety by delivering relevant, responsive, and accessible services and initiatives.**

- i. **Strategy:** Develop an integrated, institution-wide health and wellness strategy, which increases the reach and effectiveness of existing health and wellness resources, programs, and services and promotes work-life balance.
- ii. **Strategy:** Bolster resources for and increase access to mental health programs that provide support to students, faculty, and staff.
- iii. **Strategy:** Endorse a strong culture of safety awareness, knowledge, planning, and practice to ensure the safety of students, employees, and visitors to our campuses.



**OBJECTIVE: Continue to build and support an integrated approach to social, economic, and environmental sustainability that incorporates teaching and learning, research, outreach, and the operations that support them.**

- i. **Strategy:** Integrate sustainability into teaching, learning, research, and outreach in ways that fosters critical, interdisciplinary, long-term, and systems thinking on sustainability.
- ii. **Strategy:** Embed social, economic and environmental sustainability into the development and care of the university's indoor and outdoor spaces.
- iii. **Strategy:** Enhance awareness of the university's environmental sustainability features, practices, and resources across U of A campuses and external communities.

**OBJECTIVE: Encourage continuous improvement in administrative, governance, and risk management systems, procedures, and policies that enable students, faculty, staff, and the institution as a whole achieve shared strategic goals.**

- i. **Strategy:** Encourage transparency and improve communication across the university through clear consultation and decision-making processes, substantive and timely communication of information, and access to shared, reliable institutional data.
- ii. **Strategy:** Ensure that individual and institutional annual review processes align with and support key institutional strategic goals.
- iii. **Strategy:** Consolidate unit review and strategic planning processes, and where possible align with accreditation processes, to ensure efficient use of administrative resources.
- iv. **Strategy:** Facilitate easy access to and use of university services and systems; reduce duplication and complexity; and encourage cross-institutional administrative and operational collaboration.
- v. **Strategy:** Develop a set of equitable, meaningful, and relevant measures to monitor our progress towards strategic goals and develop the tools required to report on them.

**OBJECTIVE: Secure and steward financial resources to sustain, enhance, promote, and facilitate the university's core mission and strategic goals.**

- i. **Strategy:** Seek and secure resources needed to achieve and support our strategic goals.
- ii. **Strategy:** Ensure a sustainable budget model to preserve and enhance our core mission and reputation for excellence in teaching, learning, research, and community engagement.
- iii. **Strategy:** Ensure responsible and accountable stewardship of the university's resources and demonstrate to government, donors, alumni, and community members the efficient and careful use of public and donor funds.

**OBJECTIVE: Ensure that the U of A's campuses, facilities, utility, and information technology infrastructure can continue to meet the growth needs and strategic goals of the university.**

- i. **Strategy:** Plan and seek funding for future expansion and renewal of infrastructure projects based on evolving teaching and research priorities.
- ii. **Strategy:** Build and maintain undergraduate and graduate student housing.
- iii. **Strategy:** Provide secure, efficient, and dependable IT Solutions/ enhancements that enable the delivery of high quality programs and services.
- iv. **Strategy:** Engage and strategically partner with stakeholders to explore and develop joint-use projects.