

2018-2022

# STRATEGIC PLAN

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Department of Biological Sciences

**T**he Department of Biological Sciences at the University of Alberta stands as one of the top biological research and teaching centres in Canada. In fact, a number of our researchers and research groups are among the very best in the entire world. Recognition of our excellence in research and teaching has been hard won and requires our collective effort to not only maintain those standards, but to build upon that past and achieve even more.

Growing this legacy into the future, and ensuring our continued reputation of teaching innovation, award winning students and novel and impactful research, is the goal of my chairship and the purpose of this stakeholder-constructed strategic plan. You are the people, the staff, the faculty, the students, who inspired the concepts, objectives and strategies encompassed in this document. You have worked to provide the Department as a whole with a way forward that will shape the next decade and more of our academic direction.

Because the ideas, goals and strategies in this document came from all of you and from our Department partners and stakeholders, it becomes a shared framework to guide us on next steps and on how to strategize in future iterations of such planning processes. Because it is yours, it will belong to the people who will follow all of you as our great research and teaching enterprise continues to evolve.

It has been my pleasure to work with all of you in the construction of our first strategic plan, and I look forward to the future of the Department and to being able to provide input on future directions and address challenges as we continue on in this great endeavour of using biology to shape our ever changing world.

**Dr. Michael W. Caldwell, Ph.D.**

*Professor and Chair  
Department of Biological Sciences  
University of Alberta*

## STRATEGIC PLANNING PROCESS

**F**rom the opening moments of the strategic planning project with the Department of Biological Sciences, the Planning Core Team intentionally sought broad and meaningful input from their colleagues. From the first discovery meeting one year ago, to the launch of implementation in the fall of 2018, the Planning Core Team continues to demonstrate an exemplary commitment to seek maximum engagement of Department colleagues. Two surveys, one Department retreat, two days of one-on-one conversations and almost 1,200 hours of project effort produced a strategic plan that reflects the diverse teaching and research priorities of the Department.

The goals and objectives in the strategic plan resonates with a voice that reflects the breadth of the research disciplines in the Department; a voice which calls for engagement of all stakeholders of the Department, students, government, and the global community.

During the planning retreat in February 2018, attending participants identified the shared values of the Department. The collection of values identified in that session informed the objectives of the plan, and most significantly, the vision for the Department. In our work with strategic planning projects on campus, this is the first time that shared values so deeply influenced the finished plan.

We commend the Chair, the Planning Core Team, and the members of the Department of Biological Sciences

for their unwavering support to develop a strategic plan that articulates an identifiable and measureable path towards a preferred future. The Core Team invested hundreds of hours reading survey inputs, listening to colleagues, and carefully crafting goals and objectives to create a strategic plan that would serve as the roadmap for implementing strategic change in the Department.

In the coming months, the implementation of the strategic plan takes shape. The Department can look forward to continued innovation and unique approaches for engaging all stakeholders in the implementation and measurement of momentum and collective accomplishments, as together you take steps to bring the conversations into reality.

It was our pleasure to provide facilitation to the development of the strategic plan, and we wish you every success as you inspire discovery for a better world.

**Dale Reesor  
Megan McDougald  
Alan Day**

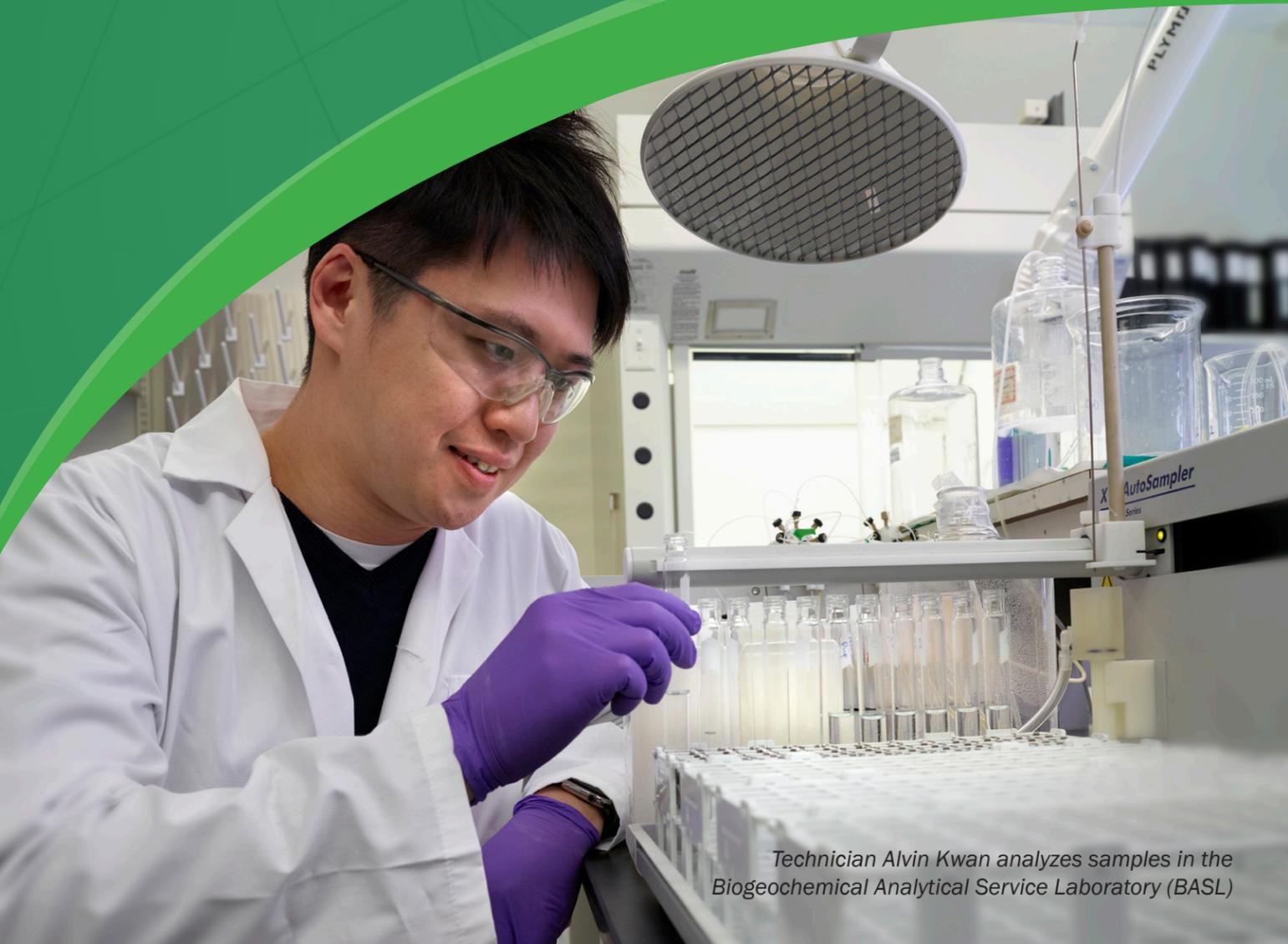
*Organizational Health and Effectiveness  
University of Alberta Human Resources*

# OUR VISION

*“Inspire Discovery for a Better World.”*



# OUR VALUES



Technician Alvin Kwan analyzes samples in the Biogeochemical Analytical Service Laboratory (BASL)

## Pioneerism & Innovation

*Pursuing truth, understanding and meaning to solve problems, increase value and respond to stakeholder needs.*

## Knowledge / Insight

*Investigating and contemplating the nature of truths and principles in one's area of expertise for gaining new insights, solutions and services.*

## Adaptability

*Feeling energized by generating and completing tasks, activities and projects and achieving established goals and expectations.*

## Community

*Maintaining a safe workplace while demonstrating our shared values in mutually invested teams.*

## Service

*Encourage meaningful work by helping people to be motivated to use their unique capabilities to contribute to the organization.*

# STRATEGY MAP

## Legend and Glossary

### INSTITUTION

The connections we are trying to make to the institution.  
How we align our efforts to the next level up in the institution.

### CLIENT / STAKEHOLDER

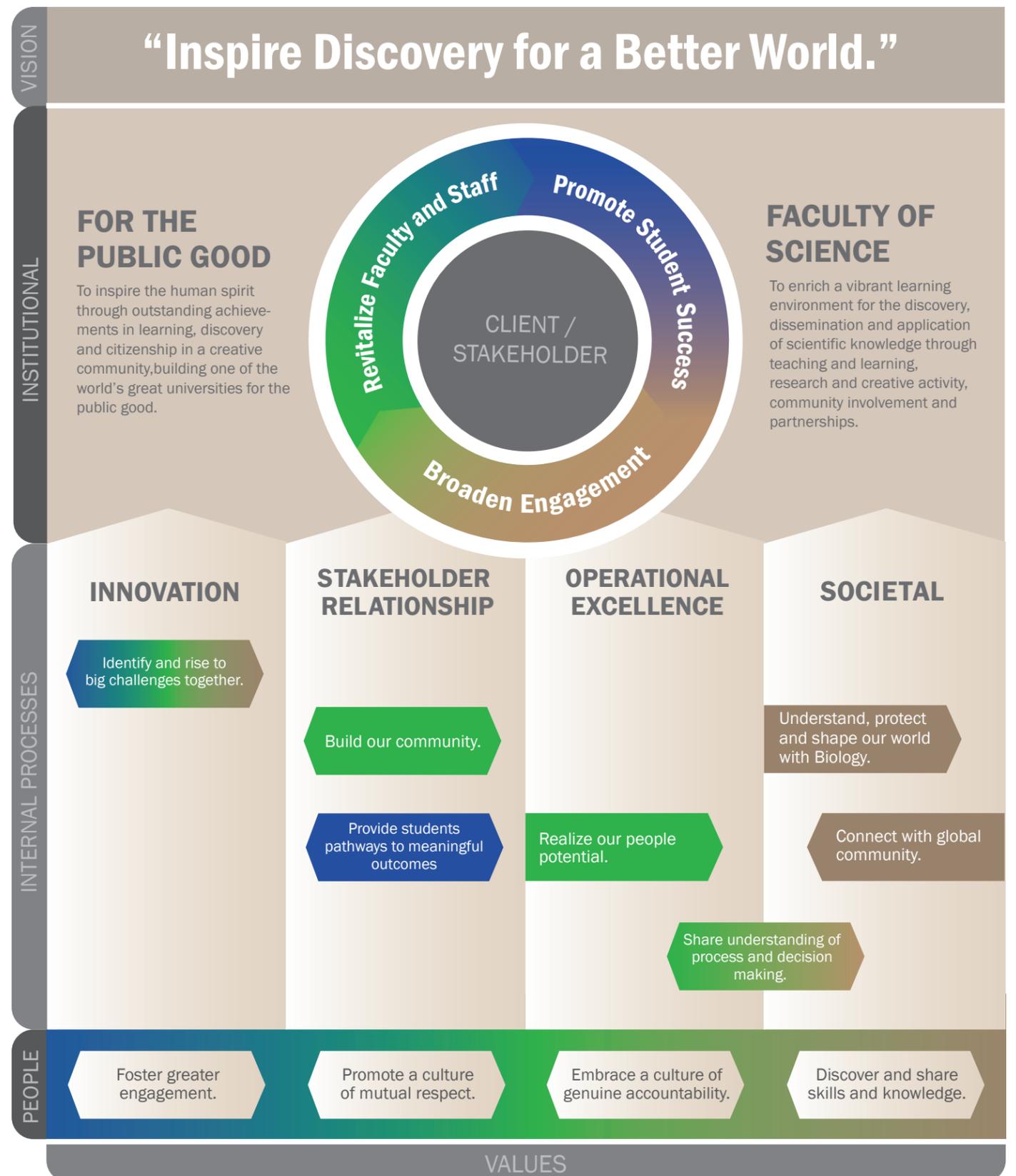
The client and stakeholder expectations we are working to fulfill (Goals.)

### INTERNAL PROCESSES

What we must improve upon internally to meet our client / stakeholder expectations (Objectives.)

### PEOPLE

The tools (competencies, training and culture) our people need to learn, innovate and accomplish the objectives listed in the internal processes.



# MOVING FORWARD

This Departmental strategic plan, built upon the foundation of our shared values, charts our collective course for the next four years. This plan is focused upon our three “pillars”: promoting student success, revitalizing faculty and staff, and broadening engagement, and these pillars provide the framework which will guide us as we undertake the work required to achieve our objectives, in our steadfast pursuit of excellence and innovation in our teaching and research enterprise.

It is clear that a department with such diversity in research breadth, with a legacy of teaching innovation and research excellence, requires a strategic and focused approach to resource allocations going forward. The leadership team of this Department is entirely committed to this strategic plan, and to its implementation and invites every member of this Department to play a role to ensure we meet with success.

The leadership team of this Department is sincerely grateful for the thoughtful feedback and participation to date, and looks forward to welcoming the entire Department to our September 6, 2018 launch of this plan. With this roll out, we invite all those interested in participating fully in ongoing working groups as we tackle each of these objectives.

The Executive Committee wishes to thank the 56 members of the Department who attended our Strategic Planning session on February 1<sup>st</sup>, 2018.

## Department of Biological Sciences Strategic Planning Core Team

Dr. Michael Caldwell - Chair  
Dr. David Coltman - formerly Associate Dean, Research (Faculty of Science)  
Dr. Jocelyn Hall - Associate Chair, Undergraduate  
Dr. Tracy Raivio - Associate Chair, Graduate  
Dr. Keith Tierney - Associate Chair, Research  
Dianne Payeur - Assistant Chair, Administration

## Organizational Health and Effectiveness, University of Alberta

Dale Reesor - OHE Program Advisor  
Megan McDougald - Strategic & Transformational Change Consultant  
Alan Day - Senior Advisor, Transformational Change

## One-on-one Strategic Planning Conversations

Christine Williams	Felix Sperling	Declan Ali
JC Cahill	Greg Goss	Christianne Nylund
Glen Uhrig	Mark Wolansky	Braden Barr
Ted Allison	Amy Masand	Mike Belosevic
Maya Evenden	Damien Cirelli	Corey Davis
Lisa Stein	Heather Proctor	



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