



FORWARD TOGETHER:

The University of
Alberta People
Strategy

2024-2034



UNIVERSITY
OF ALBERTA



The University of Alberta respectfully acknowledges that we are located on Treaty 6 territory, a traditional gathering place for diverse Indigenous Peoples including the Cree, Blackfoot, Métis, Nakota Sioux, Iroquois, Dene, Ojibway/Saulteaux/Anishinaabe, Inuit and many others whose histories, languages and cultures continue to influence our vibrant community.



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Indigenous teachings

This strategy is animated by the Cree teaching of *wîcihîtowin*. It recognizes that humans are a collective and that we flourish when we offer each other mutual understanding and help.

We are also individuals, with our own values and perspectives, striving to find expression within the whole. *Wîcihîtowin* teaches us that empathy and kindness help us to navigate our differences to make our shared community strong. At the University of Alberta, we aim to model this understanding, nurturing one another in our individuality while also embracing our collective and shared responsibilities and aspirations.

A note on language

Language is important, and it is important to find the right language that makes all people at the University of Alberta feel included and seen. Several key terms appear in this document to describe the University of Alberta community.

- “People” means everyone who works at the university: faculty, instructors, researchers, academic and support staff, post-doctoral fellows, graduate and undergraduate student employees.
- “We” means all of us: not just senior leadership or an abstract concept, but our whole interconnected community of people. This strategy intends to articulate a truly shared vision for the university’s culture and environment.
- “Leader” does not just mean the president, vice-presidents, deans and chairs. These roles have critical responsibilities, but every single member of the university community exercises leadership competencies: supporting others, mentoring, creating welcoming environments and taking shared responsibility. Where we say “executive leadership,” we mean the president and vice-presidents. Sometimes we refer to “senior leadership,” which generally means administrators (whether academic or non-academic) at the level of president, vice-president, dean, vice-provost or associate vice-president, or equivalents.

“In my eyes, a great work environment is where safety is prioritized, you receive support from management, the success of your efforts is recognized, and there is room to thrive and grow. I enjoy having time to socialize and connect with my colleagues over coffee, lunch and other gatherings, too.”

Eddy Taratibu

Air Quality Team Lead

Number of years at the U of A: 15



A note from the executive sponsors

As executive co-sponsors, it is our honour to present the University of Alberta's inaugural People Strategy.

Simply put, the university is a people organization. Our extraordinary accomplishments in education, research and community engagement — and the incredible impact we have on Alberta, Canada, and the world — are only possible because of the people who make up the university. To achieve our ambitious goals for the future, we need to create and support an environment where people can flourish and do their best work.

The People Strategy represents the university's commitment to its people. It reflects the shared aspiration of the hundreds of individuals who contributed their ideas and suggestions, and it is dedicated to the thousands whose work shapes this outstanding university every day. We want to express our sincere appreciation for every one of you, and our deep thanks to the Steering Committee members who devoted countless hours to developing this strategy.

We are inspired and humbled by the talent, commitment and integrity of the people who make up the U of A community. Thank you, and please join us as we move forward together.

Verna Yiu
Provost & Vice-President (Academic)

Todd Gilchrist
Vice-President (University Services, Operations and Finance)

Steering committee

Committee members

Verna Yiu - Provost & Vice-President Academic

Todd Gilchrist - Vice-President, University Services, Operations and Finance

Carrie Smith - Vice-Provost, Equity, Diversity and Inclusion

Florence Glanfield - Vice-Provost, Indigenous Programming and Research

Marvin Washington - College Dean & Vice-Provost, College of Social Sciences and Humanities

Jason Carey - Dean, Campus Saint-Jean

Marcie Chisholm - Associate Vice-President, Human Resources, Health, Safety and Environment

Stephanie Dickie - Team Lead, Student Programs Administration, Board of Governors Member, Non-Academic Staff Association (NASA) Representative

Heather Bruce - Professor, Agricultural, Life and Environmental Sciences, Board of Governors Member, Association of Academic Staff University of Alberta (AASUA) Representative

Philip Stack - Director, Health, Safety and Environment

Muneeb Masood Raja - Graduate Students' Association, Associate Vice-President Labour

Valentina Kozlova - Teaching Professor, Department of Economics

Kate Young - Board of Governors Member, Alumni Representative

Jeannie Smith - Chief of Staff, Office of the President

Declan Ali - Dean, Faculty of Science

Introduction

In *Shape: A Strategic Plan of Impact*, the University of Alberta places our people at the foundation of everything that we do. The core of our mission — education, research and engagement — depends on all of us working together and contributing in our own roles. Supporting people is absolutely central to the university's mission and vision.

We cannot achieve our goals without creating an organizational culture and environment where our people are valued and can flourish and succeed. The People Strategy sets out a path for the university to realize such an environment.

The People Strategy will sit alongside *Braiding Past, Present and Future: University of Alberta Indigenous Strategic Plan* and the refreshed *Integrated EDI Action Plan* as organization-wide foundations that underpin our work, as we deliver on *Shape's* ambitious 10-year vision for education, research and engagement. These foundations integrate with and shape how we deliver on key institutional commitments, such as *Igniting Purpose: The Student Experience Action Plan*; *Forward with Purpose: A Strategic Plan for Research and Innovation*; and *A Culture of Care: Safety Action Plan*. Much like *Braiding Past, Present and Future*, the People Strategy will be a crucial lens, and foundational to everything we do, for all individuals, from the highest level of leadership to people on the front lines of our work. We know that understanding the employee experience is key to our vibrant future. The People Strategy is intended to underpin the institution-wide efforts we make as a university to address the opportunities and concerns we heard from the 2023 Faculty and Staff Engagement Survey.

The People Strategy is not about layering another set of commitments and responsibilities onto existing roles. It is about cultivating a vibrant and inclusive community where people at all levels thrive professionally and personally. Through the People Strategy, the university aims to attract, develop and retain top talent while promoting a supportive environment that values collaboration, well-being and continuous learning in the service of teaching, research and engagement. It is about refocusing on our culture and environment in ways that make us feel empowered, energized and supported, and that will make the U of A an employer of choice that supports its people to create long and rewarding careers.

“It’s important for me that a work environment addresses more than just professional needs. Addressing the emotional, physical, mental, and cultural aspects of our well-being empowers us to reach our full potential.”

Lacee Wuttunee

onikânîw (Leader) - First Peoples' House
Number of years at the U of A: 1-1/2

Vision statement

The vision statement for the People Strategy sets out an aspirational vision for the University of Alberta's future, guided by this strategy and the university's other foundational goals. Achieving this vision is a long-term journey, and we need to move forward together as a community.

The University of Alberta is an inspiring, high-performing workplace where people are valued and create flourishing careers. People are connected to one another and empowered, and are supported to innovate and grow. People at all levels exercise leadership and feel shared responsibility for the university's future, while senior leaders inspire trust and display integrity.

Values

The U of A has values set in multiple places: *Shape* sets out core commitments; *Braiding Past, Present and Future* includes guiding values and principles; *Forward with Purpose: A Strategic Plan for Research and Innovation* articulates guiding principles; and the university's Statement on Freedom of Expression sets out some of our academic values.

In developing the People Strategy, the university community has expressed a major opportunity: to engage the university community to develop an enduring statement of values, which will sit alongside our mission and vision at the core of who we are as a university. These values will extend beyond the time horizon of any individual strategy or plan. The People Strategy has this as one of its key goals.

The People Strategy itself is guided by the core commitments articulated in *Shape: A Strategic Plan of Impact*:

- **Indigenization and decolonization:** We incorporate Indigenous identities, languages, cultures and worldviews across the university. This includes working to dismantle systemic barriers and celebrating the diversity, strength, complexity, resilience and beauty of Indigenous Peoples, cultures, languages and knowledge systems. *Braiding Past, Present and Future: University of Alberta Indigenous Strategic Plan* is a crucial foundation for our next decade.
- **Equity, diversity and inclusion:** We work to achieve a more diverse, equitable, accessible and inclusive environment for all who work, learn and live within our community. We value academic freedom, and welcome and celebrate a diversity of perspectives and experiences.
- **Safety:** We are committed to the physical, psychological and cultural safety of people at the University of Alberta, and to providing a safe and healthy work and study environment that facilitates high-quality education and research.
- **Sustainability:** We strive to be a sustainable institution because we know the well-being of our people depends on our long-term viability. We lead through the prudent stewardship of resources, and by stewarding our environment and the lands on which we reside.
- **Collaboration:** We succeed by working together, within and beyond the university and across traditional boundaries. We prize relationships and we create opportunities for mutual benefit. We celebrate each other's achievements and help each other to thrive.
- **Creativity:** We embrace opportunities to innovate to make things better. While coming together as one university to reach new heights, we break down barriers, transform systems and remain flexible to create the conditions that support all members of the university community to flourish.

“My work environment is great because what I do is meaningful. I introduce students to human ecology in two areas: clothing, textiles, and material culture; and family science. Then I place students with partnering field supervisors for practicums. Together, we build a community of practice that celebrates a shared passion for enhancing everyday life.”

Sherry Ann Chapman

Faculty Service Officer (Practicum Coordinator)
Number of years at the U of A: 24

Themes

The remainder of this document presents the People Strategy's major themes, goals and priority areas for action. The strategy has four themes:

1

Prioritizing health and well-being

2

Enabling and empowering people

3

Outstanding leadership in an environment of shared responsibility

4

Creating connection

Two points are essential to understanding the People Strategy's goals and how they will be achieved:

- First, as with *Shape*, the goals sit at the institution-wide level and reflect areas for targeted, university-wide focus at the highest levels. This in no way diminishes the importance of local action within departments, faculties, colleges and units. We will only succeed if our People Strategy vision cascades through the whole organization and is embraced across the university.

So we invite all areas of the university to reflect – and then act – on how to support the kind of culture and environment in which we all want to work.

- Second, under each theme, the People Strategy distinguishes between two different, but equally important, areas of emphasis.

Under each theme, the document describes characteristics of our desired culture and environment. This outlines the norms we want to create, the behaviours we want to see, and the practices we want embedded in our everyday work across the university, from the adoption of this strategy forward. We know that in many areas of the university, we are not there yet, and we know that these ideas will be realized differently in different settings. But we have also heard that it is important to articulate our expectations and desired norms as the basis for shared responsibility going forward.

Separately, we identify our goals and priority actions. These are more time-delimited and indicate specific areas for dedicated action. Accountabilities are defined at the vice-president level, but we know that participation at all levels will be essential to success.

Measuring our performance

Measuring our performance will be essential. Through the People Strategy, we aspire to achieve the following university-wide targets within a decade, in support of *Shape: A Strategic Plan of Impact*:

Top quartile for faculty and staff engagement (Canadian Public Sector Norm)

Zero disabling workplace injuries/illnesses (as defined by Alberta Workers' Compensation Board)

Top quartile for service effectiveness/satisfaction (per UniForum)

Top 100 Canadian Employers (as defined by external benchmarks)

Indicators by theme

For each theme, we have identified two sets of indicators. The first are targeted measures, which are mapped against specific goals in the strategy. These are both qualitative and quantitative, and many draw on our Faculty and Staff Engagement Survey, which will next be administered in 2025. The actions laid out in this strategy will enable us to see substantial improvements by then, and we intend to implement more regular pulse surveys in the future to track progress at shorter intervals.

The second set are what we call organizational health indicators; these are general indicators that show overall trends in our workforce activity. They are not mapped against specific goals because they will be influenced by the strategy as a whole, but they play a crucial role in understanding how we are doing in creating a thriving work environment. Organizational health indicators are monitored and reported on in relation to established internal and/or external benchmarks.

The People Strategy is a long-term journey. The following goals and actions are intended to embed this work into the university over multiple years. Some actions can be achieved in the short term, while others require us to build foundations for the future. We know in order for this strategy to be effective, people need time in their daily schedules to support such initiatives. We are committed to prioritizing the actions in this strategy to ensure we can all contribute to realizing our vision.

“Collaboration with a supportive, respectful, humble and gracious team allows everyone to learn and grow, and it fosters equitable opportunities and inclusivity.”

Elizabeth Onyango

Assistant Professor, Healthy and Sustainable Communities
Number of years at the U of A: 2

Theme:**Prioritizing Health
and Well-being**

We need to ensure as an organization we prioritize the health and well-being of our people, including supporting people by providing sustainable workloads, resources to mitigate work-related stress, and broad-based supports for people experiencing difficulties both inside and outside of work. If we want people to flourish, we need to support them through challenges, both formally and informally.

Promoting well-being requires a systemic approach, not just an individual one. It is difficult for individuals or even teams to adopt well-being-oriented practices in isolation; success requires the whole university to commit to creating a better environment. Our health and well-being depend on positive work environments, but also on managing priorities and workload differently. This includes improving systems and support services to reduce areas of inefficiency and enable people to focus on the most rewarding aspects of their roles.

Defining our culture and environment

In a University of Alberta that prioritizes the health and well-being of its people:

- Organization-wide, we demonstrate positive support for sustainable workloads, and the well-being of our people is a fundamental part of our daily operations. We lead and work with compassion and balance, grounded in purpose.
- People enjoy networks of support, including functional support from people in similar roles and in partner units, and are connected meaningfully as collaborators and knowledge sharers. This networking function is recognized and rewarded.
- People are encouraged to set healthy boundaries — examples include the opportunity to be open about capacity constraints without fear of reprisal; facilitating conditions so people can use their vacations and breaks; and encouraging teams to set practices around effective use of time to support well-being.
- Across the university, we acknowledge that to take on something new, we may need to reprioritize or reduce work in other areas. This means that, as an organization, we set clear priorities and then support teams across the university to adjust their work accordingly.

Goals and priority actions

GOAL	PRIORITY ACTIONS	ACCOUNTABILITY	INDICATORS
Create healthy and sustainable workloads through organizational- and system-level solutions	<ul style="list-style-type: none"> • Prioritize process and system improvements with greatest impact on employee workloads, including through the Continuous Administrative Service Improvement Program (CASIP).* • Tie healthy practices into performance reviews, linking recognition, performance and well-being as core leadership responsibilities.** • Ensure we are leaving appropriate time and space for people to do the value-added work that drives engagement.** 	VP (USOF) Provost & VP(A)	Completion of CASIP roadmap (approx. 70 projects completed in 2025)
		VP (USOF) Provost & VP(A)	2025 Faculty and Staff Engagement Survey scores: <ul style="list-style-type: none"> • Overall enablement • Performance management (Baseline enablement score: 64%; target score: 67%) (Baseline performance management score: 75%; target score: 78%)
Establish clear priorities to empower teams and individuals to manage their work in alignment with the university's vision	<ul style="list-style-type: none"> • Implement tools for team- and individual-level priority setting to support employees in setting priorities and managing workloads.* • Renew college, faculty and unit plans to align with <i>Shape</i> and set clear priorities, then ensuring that team- and individual-level work plans align with these priorities.* 	Executive leadership	Completion of unit-level engagement action plans (target: 100 per cent completion by April 1, 2025)
		Provost & VP(A)	2025 Faculty and Staff Engagement Survey scores: <ul style="list-style-type: none"> • Performance management (Baseline performance management score: 75%; target score: 78%)

GOAL	PRIORITY ACTIONS	ACCOUNTABILITY	INDICATORS
Empower individuals to access resources to mitigate stress and burnout	<ul style="list-style-type: none"> • Continue implementation of <i>A Culture of Care: Safety Action Plan</i>.** • Continue to develop and deliver professional development on well-being for supervisors and teams.** 	University-wide	Employee and Family Assistance Program (EFAP) utilization (annual tracking)
		VP (USOF)	Participation in well-being workshops and education
Organizational health indicators:			
<ul style="list-style-type: none"> • Number and nature of non-occupational illness/injury claims 			

*indicates to be completed or substantially progressed within 2024/25

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“Being able to be authentic in the workplace makes it great. When I was a student, and in the early years as an employee, the environment for 2SLGBTQ+ employees was not very good. In 2015, I was very emotional when the Pride flag was hung in the Faith and Life Lounge on campus. Personally, it was a profound symbol of acceptance. Being able to be authentic reduced the amount of distraction and energy needed to navigate people’s attitudes and feel safe.”

Rob Ford

Supervisor, Residence Services and Student Engagement
Number of years at the U of A: 38 (6 as a student, 32 as an employee)



“The People Strategy represents the university’s commitment to its people.”

Verna Yiu & Todd Gilchrist

Kellie Whitman, Advancement Program Assistant, (left) and Jo-Anna Wohlgemuth, Administrative Assistant Residence & Parking Services, create lanyards at a beading workshop during U of A Days 2023 on Augustana Campus.

Theme:

Enabling and Empowering Our People

For our people to thrive, they need to be – and feel – empowered and enabled. This means having the support to perform, the tools to succeed, and the safety and autonomy to creatively solve problems.

Empowerment has an organizational dimension. Our people are more empowered when we have high-functioning systems and processes that enable them to focus on their core roles, and when our roles and responsibilities are designed to allow and reward a solution-oriented mindset. Empowerment also drives the broader organizational culture in which we work, and feeling empowered depends in part on how we interact, support and celebrate one another to succeed. In an empowered and enabled environment, our people can see pathways to creating long and rewarding careers at the U of A.

Defining our culture and environment

With empowered and enabled people:

- Our organization is geared to attract, retain and ensure the success of its people. We support people to act, make decisions and exercise creativity within the parameters of their roles. We work with colleagues who are both competent and invested in the university and its mission.
- We streamline review and decision processes with a view to empowering reviews and decisions at the appropriate level.
- We support each other through informal and formal communities of practice, and we recognize and reward the effort that such communities take to nurture.
- We are solution-oriented – within a standardized structure, we recognize the need for and value of local innovation. We place enabling the academic mission at the centre of our work design.
- Everyone understands that safety comes first and underpins all other decisions. If it's not safe, we don't do it.

Goals and priority actions

GOAL	PRIORITY ACTIONS	ACCOUNTABILITY	INDICATORS
Empower people to succeed in their roles by improving supports, systems and processes	<ul style="list-style-type: none"> Continue to implement the Continuous Administrative Service Improvement Program (CASIP) to enhance quality of administrative services.** 	VP (USOF)	2025 Faculty and Staff Engagement Survey scores: <ul style="list-style-type: none"> Authority and empowerment (Baseline authority & empowerment score: 60%; target score: 63%)
	<ul style="list-style-type: none"> Work with Chairs' Council to develop an updated "roles and responsibilities" framework for chairs and staff supporting departments, in order to align with the new organizational structure and better support core academic functions.** 	Provost & VP(A)	Completion of Chairs' roles and responsibilities framework (by end of 2025) UniForum Survey Net Satisfaction Score (Baseline: 13, Target: 20) Completion of CASIP roadmap (approx. 70 projects completed in 2026)
Establish an environment where employees are empowered to innovate and create solutions	<ul style="list-style-type: none"> Create a university-wide decision-making framework articulating principles for decision-making at all levels, aiming to reduce redundancy and facilitate more efficient decision-making processes.** 	Executive leadership and university-wide	2025 Faculty and Staff Engagement Survey scores: <ul style="list-style-type: none"> Authority and empowerment Work, structure and process (Baseline authority & empowerment score: 60%; target score: 63%) (Baseline work, structure and process score: 48%; target score: 51%)

GOAL	PRIORITY ACTIONS	ACCOUNTABILITY	INDICATORS
Enable diverse and flourishing career paths at the university through increased access to and support for professional development	<ul style="list-style-type: none"> Require supervisors to elevate the importance of advancing career development for their direct reports as part of the annual performance reporting process – including prioritizing resources for training in core job functions.** 	University-wide	Creation of new courses and workshops (qualitative)
	<ul style="list-style-type: none"> Develop guidelines to support enhanced succession planning to support long-term career development.*** 	VP (USOF)	Program participation and evaluation scores
	<ul style="list-style-type: none"> Explore developing institutionally recommended training curricula for specific roles.*** 	Provost & VP(A) VP (USOF)	
	<ul style="list-style-type: none"> Develop and launch a formal mentorship program.*** 	Provost & VP(A) VP (USOF)	
	<ul style="list-style-type: none"> Facilitate support for communities of practice in specific function areas, to support functional skill development.** 	VP (USOF) University-wide	
Create a culture of care addressing all aspects of safety: physical, psychological and cultural	<ul style="list-style-type: none"> Continue to implement the Culture of Care Safety Action Plan.** 	University-wide	Successful execution of Culture of Care Safety Action Plan
Organizational health indicators:			
<ul style="list-style-type: none"> Training uptake rate Promoter score (training program/course satisfaction based on likelihood of recommending the training to others) Service satisfaction – relative net satisfaction (UniForum) and support services satisfaction rating 			

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Theme:

Outstanding Leadership in an Environment of Shared Responsibility

Leadership at the University of Alberta is both formal and informal. It includes the positional responsibilities of formal leaders, as well as the competencies and behaviours that can be exhibited at all levels of the organization.

Leadership is intertwined with each of the other themes, and supportive leadership is a critical success factor for every goal in this strategy. There are also specific actions and commitments required by formal leaders (those in executive or senior administrative roles) to build trust and to help people flourish, which are expressed in this theme. These actions and commitments do not obviate the need for shared responsibility across the university, recognizing that people at all levels of the organization need to participate in creating a flourishing culture and environment.

Defining our culture and environment

Within a University of Alberta characterized by outstanding leadership:

- We understand that leadership competencies are fundamental to supporting and empowering people.
- We communicate clearly and transparently about our processes, priorities and roles. We are consultative and collaborative.
- We cultivate a sense of shared responsibility for the university's goals and success by empowering people at all levels of the organization to exercise judgment and creativity, to solve problems, and to inspire others.
- Leaders at all levels embrace their accountability to the university community, and act at all times in a manner consistent with university values.

Goals and priority actions

GOAL	PRIORITY ACTIONS	ACCOUNTABILITY	INDICATORS
Rebuild trust in senior leadership	<ul style="list-style-type: none"> Emphasize visibility, transparency and availability of senior leaders (deans, vice-provosts, vice-presidents, president).* Establish a clear accountability framework for implementation of <i>Shape</i>, with cascading accountabilities at the college/faculty/unit levels.* Support formal leaders to clearly articulate priorities for their responsible areas, aligned with the university's broader strategic direction.* 	Senior leadership Provost & VP(A) Executive leadership Provost & VP(A)	2025 Faculty and Staff Engagement Survey scores: <ul style="list-style-type: none"> Confidence in leadership (Baseline confidence in leadership score: 38%; target score: 43%) Successful execution of accountabilities identified through <i>Shape</i>
Create an outstanding shared leadership culture by developing leadership competencies at all levels of the organization	<ul style="list-style-type: none"> Continue investment in leadership development, including academic leadership, with emphasis on developing skills and competencies in mentorship and coaching.*** Review performance-review process and criteria for formal leaders with the intention of embedding university values.*** 	VP (USOF) Provost & VP(A) Executive leadership	Development and implementation of leadership programming (qualitative) Establishment and completion of required training for positional leaders (target date TBC) Development and implementation of performance management program (qualitative) 100% of executive leadership roles with defined succession plans
Organizational health indicators:			
<ul style="list-style-type: none"> Training uptake rate Promoter score (training program/course satisfaction based on likelihood of recommending the training to others) 			

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“A great work environment prioritizes respect, equity, diversity, inclusion and awareness.”

Sofyan Alhamid

Teaching Professor
 Number of years at the U of A: 13

Theme:

Creating Connection

People want to feel connected to each other, to the university and its mission, to our students and to the external community.

Connection is about a sense of belonging, which means that we need to feel valued in our work. Connection is also about forming real, tangible relationships with immediate colleagues and with colleagues across the university. These relationships take time and effort to nurture, and we need an organization-wide commitment to making space for the work of creating and sustaining connection. We also need a particular focus on building relationships and bridging perspectives between long-standing employees and those who have joined the university more recently.

Connectedness depends on, and also fosters, well-being, empowerment and enablement.

Defining our culture and environment

Within a more connected University of Alberta:

- We are a community that values interpersonal relationships, both among each other and with the university.
- We make the effort to cultivate a shared work culture and to treat each other with respect, within the context of our commitment to excellence and authenticity.
- We understand and value building a positive, team-based culture, underpinned by mutual trust.
- We are grounded in the more than 100-year history of the U of A, and we value that it is a space where we can pursue passions and make a difference.

Goals and priority actions

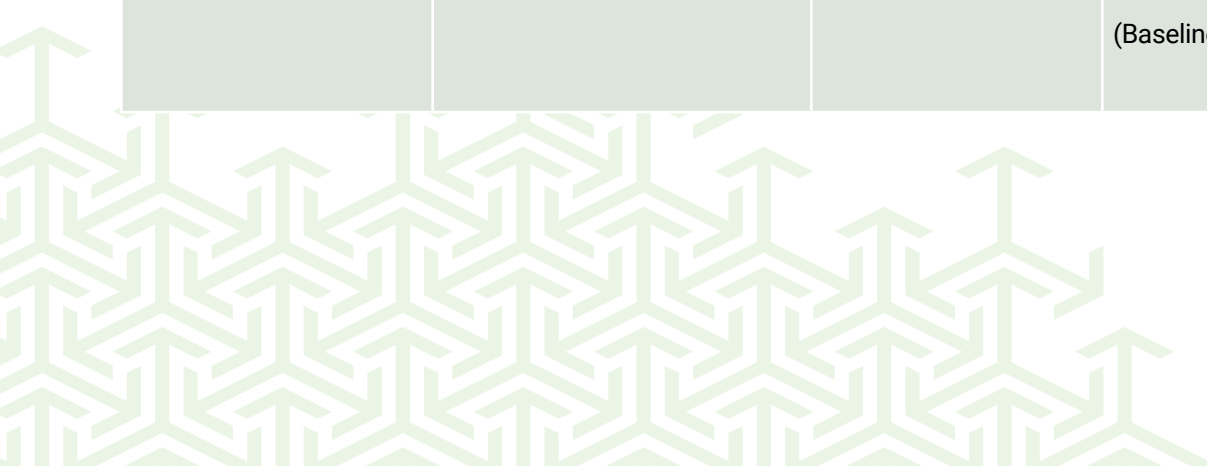
GOAL	PRIORITY ACTIONS	ACCOUNTABILITY	INDICATORS
Articulate clear values for the University of Alberta	<ul style="list-style-type: none"> Develop and disseminate a clear set of values for the U of A that supports people in making a personal connection to the university, and to establish a common basis for all work and decisions across the university.* 	University-wide	Completion of statement of institutional values (target: 2024/25) 2025 Faculty and Staff Engagement Survey scores: <ul style="list-style-type: none"> Overall engagement Collaboration Participation Rate (Baseline engagement score: 55%; target score 58%) (Baseline collaboration score: 54%; target score 57%) (Baseline participation rate: 51%; target score 61%)
Create community connectedness at the individual, team and university-wide level	<ul style="list-style-type: none"> Review administrative service processes to identify opportunities to create more points of contact and personal connection along our end-to-end integrated support service delivery.* 	University-wide	2025 Faculty and Staff Engagement Survey scores: <ul style="list-style-type: none"> Collaboration (Baseline collaboration score: 54%; target score 57%)
	<ul style="list-style-type: none"> Identify and support the scaling up of positive local team practices.*** 	VP (USOF) Provost & VP(A)	Creation of opportunities for university-wide connection (qualitative)
	<ul style="list-style-type: none"> Create opportunities for connection both within individual teams and to the broader U of A community.** 	University-wide	Evaluation of team effectiveness (to be developed in 2025/26) UniForum Survey Net Satisfaction Score (Baseline: 13, Target: 20)


GOAL	PRIORITY ACTIONS	ACCOUNTABILITY	INDICATORS
Create a sense of belonging and appreciation through enhanced recognition	<ul style="list-style-type: none"> Establish a program for innovative and informal recognition of staff and colleagues, and tools to support supervisors in making recognition a regular practice within teams.* 	VP (USOF) Provost & VP(A); university-wide	2025 Faculty and Staff Engagement Survey scores: <ul style="list-style-type: none"> Overall engagement (Baseline engagement score: 55%; target score 58%)
	<ul style="list-style-type: none"> Increase resources for formal recognition programs and awareness of existing programs.** 	VP (USOF)	Recognition program utilization (to be established in 2024/25)
Establish a culture of inclusion and respect	<ul style="list-style-type: none"> Establish an institution-wide charter outlining expectations of behaviour, which members of the community can commit to upholding.* 	President & university-wide	2025 Faculty and Staff Engagement Survey scores: <ul style="list-style-type: none"> Equity, Diversity and Inclusion (Baseline EDI score: 70%; target score: 73% by 2025)
	<ul style="list-style-type: none"> Ensure the implementation of the EDI Action Plan at all levels of the university. ** Expand awareness of resources for disclosure and resolution of workplace concerns.* 	Provost & VP(A) VP (USOF)	Successful implementation of EDI Action Plan
Organizational health indicators:			
<ul style="list-style-type: none"> Employee turnover (administrative, academic and faculty turnover) Employee and labour relations (number of formal disputes) 			

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“Picture this: You’re surrounded by some of the brightest minds in their fields, but they’re also down-to-earth and fun! Our department is one big, quirky family. Coffee breaks turn into brainstorming sessions, and research seminars become mini-TED talks. It’s like being at a never-ending intellectual party.”

Emily Block

George M Cormie Chair and Associate Professor of Management
Number of years at the U of A: 8



Leading with Purpose.



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OF ALBERTA**

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