UNIVERSITY OF ALBERTA

Shape: A Strategic Plan of Impact, 2023-2033

Three-year implementation plan, 2023-2026

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.

Contents

Executive Summary

The University of Alberta launched *Shape*: a Strategic Plan of Impact in the fall of 2023. This document sets out our action plan to implement *Shape* over the next three years, anchored in a set of key indicators and targets that reflect our ambitions across our academic mission:

Table 1. Key indicators

SHAPE KEY INDICATOR	BASELINE	10-YEAR TARGET (DEFINED IN *SHAPE*)	3-YEAR TARGET
Education with Purpose			
Enrolment: Total headcount enrolment	44,000 headcount (fall 2023)	60,000 headcount	50,000 by 2026
Student satisfaction*	U of A: 70% U15: 76%	Top third among U15	U15 benchmark
Student completion rate**	U of A (all programs): 82% *Undergrad: 77% (U15: 78%)* *Master's: 84% (U15: 85%)* *PhD: 76% (U15: 71%)*	Top third among U15	U15 benchmark
Research with Purpose			
National and international ranking***	ARWU - 91st, 4th in Canada THE - 109th, 5th in Canada QS -111th, 4th Canada	Top 50 internationally Top 3 in Canada based on research revenue	Top 100 in the world in ARWU, THE and QS Top 5 in Canada based on research revenue
Annual sponsored research ($ and U15 ranking)	$537M (rolling five-year average), top 5 in U15	$650M by 2028; top 3 in U15 by 2033	$630M, top 5 in U15
continued			

Table 1. Key indicators

SHAPE KEY INDICATOR	BASELINE	10-YEAR TARGET (DEFINED IN *SHAPE*)	3-YEAR TARGET
Engagement with Purpose			
Annual value of partnerships****	$113M	$153M	$123M
Impact ranking	THE Impact - 7th internationally	THE Impact - top 10 internationally	THE Impact - top 10 internationally
Foundational			
Launch and implementation of the People Strategy	N/A	N/A	Launch: 2024
Launch and implementation of refreshed EDI Action Plan	N/A	N/A	Launch: 2024

*National Survey of Student Experience (NSSE) - % of fourth-year students answering Good or Excellent to: "How would you evaluate your entire educational experience at this institution?"

**On-time is six years for direct entry high school admits, five years for post-secondary transfers, secondary programs, Master's and nine years for PhDs. Methodology for U15 benchmarking is under review.

*** ARWU - Academic Ranking of World Universities; THE - Times Higher Education; QS - QS World University Rankings

****Includes philanthropic support (hospital foundations, family foundations, corporate foundations, and non-profit organizations and societies, amongst others) and enterprise-related revenue, such as space leasing revenue, contract research through External Relations, industry consortia, and in-kind investments. Baseline excludes the Enterprise portfolio, which is new and not fully operational.

Transformational priorities

Shape's ambitions are transformational for the U of A, and our action plan particularly emphasizes those areas of focus which need dedicated university-wide effort over the next three years in order to make our most transformational ten-year goals possible. These cut across all areas of our mission and drive our key deliverables under each pillar of *Shape*:

- Setting the stage for unprecedented growth
- Rising in national and global rankings, reflecting new levels of impact and recognition
- Leading in knowledge generation and translation, inspiring solutions to grand challenges

Priority deliverables

Underpinned by our transformational goals, this plan provides a roadmap of key deliverables by year across all areas of *Shape*, organized under the following priority areas:

Table 2. Key deliverables by strategic plan pillar

FOUNDATIONAL	EDUCATION WITH PURPOSE	RESEARCH WITH PURPOSE	ENGAGEMENT WITH PURPOSE
• People are our foundation (People Strategy) • Implementation of *Braiding Past, Present and Future* • EDI Action Plan • Supporting organizational performance	• Enrolment growth while delivering an exceptional student experience • Innovative programs and teaching • Renewed international strategy as a cornerstone of a global learning environment	• Strengthening our research and innovation ecosystem • Addressing grand challenges through emphasis on Areas of Global Excellence and Areas of Growth	• Integrated university-wide community engagement plan • High-impact outreach to deepen connections to the U of A • Enhanced university-wide commitment to community engagement • Deepen our commitment to advancing SDGs

Cascading throughout the university

Delivering on our vision requires our university-wide priorities to cascade through the organization, through aligned planning at the local level -- within colleges, faculties, departments, and units. *Shape* reflects the shared ambitions of our community, and that spirit of shared ambition is fundamental to its implementation. As all major units undertake new or refreshed strategic planning over the next 12-18 months, they will align with this framework and identify accountabilities at all levels of the organization.

Introduction

The University of Alberta launched *Shape: a Strategic Plan of Impact* in the fall of 2023. *Shape* sets out an ambitious ten-year vision across all areas of our mission.

Purpose

To position ourselves to deliver on this vision, the university committed to establishing a three-year implementation plan outlining key priorities and deliverables by year and setting key performance indicators. The university must take focused steps over these next three years to position itself to achieve our long-term goals.

We are starting from a strong foundation, building on a more than 100-year legacy and a community of outstanding faculty and instructors, a vibrant and diverse student body, and a complement of expert and committed staff. Having undergone a major organizational transformation, including launching the first-in-Canada college model, we are well positioned to leverage unprecedented levels of cross-disciplinary collaboration and organization-wide coordination.

This document highlights university-level priorities and initiatives over the next three years, reflecting and connecting multiple planning and strategy development processes. It provides a basis for accountability to the university community and our governing bodies for progress against the goals in *Shape*.

Implementation will reflect a cascade approach, with priorities and initiatives at the university level rolling out through the organization through aligned planning at the local level. Indeed, much of the work required to achieve our vision will happen at the local level -- within colleges, faculties, departments, and units.

Accordingly, a major role of this implementation plan is to provide a framework for broad strategic alignment across the university to guide units and leaders in their initiatives, plans and resourcing decisions. As all major units undertake new or refreshed strategic planning over the next 12-18 months, they will align with this framework and identify accountabilities at all levels of the organization (recognizing that academic units may also have specific goals that do not roll up into this plan).

Integrated planning landscape

The university has multiple institutional plans and initiatives under the umbrella of *Shape*. These include plans which drive specific activity under one of the core pillars of our mission, work enabling the organizational effectiveness we need to achieve these goals, and a set of foundational plans which are integrated across all areas of our operations.

SHAPE: A Strategic Plan of Impact, 2023-2033

Education with Purpose

- Integrated enrolment growth planning
- *Igniting Purpose: Student Experience Action Plan*
- International strategy

Research with Purpose

- *Forward with Purpose: A Strategic Plan for Research and Innovation*
- International strategy

Engagement with Purpose

- Community Consultation
- Rankings action plan
- Enterprise and industry engagement
- International strategy

Organizational Enablers

- Culture of Care
- Integrated Asset Management
- Budget Model 2.0
- College Model review
- CASIP and ongoing shared service implementation
- Technology strategy

UNDERPINNINGS

People Strategy   EDI Action Plan   Braiding Past, Present and Future: Indigenous Strategic Plan

Accountability

The university will report annually on progress against *Shape* and renew this implementation plan every three years. Appendix One presents an integrated reporting framework, which describes how multiple existing reporting mechanisms align with the *Shape* to form a coherent, holistic reporting approach.

Accountabilities for university-level priorities are defined at the vice-president level. However, as noted above, it is critical for accountability to cascade through the organization, and shared ownership at the college, faculty and unit level will be essential to delivering on *Shape*.

Transformational priorities

As the university begins to implement *Shape*, we will endeavour to make progress against all areas of the strategic plan.

Within this broad context, however, we will focus resources on driving a key set of transformational priorities – these are areas of institution-wide focus which need special university-level coordination over the next three years to achieve our most transformational goals for 2033. They cut across all areas of our mission and need to involve the whole university community to succeed. They underpin the key deliverables under each pillar of *Shape* described in the next section of this document.

I. Setting the stage for unprecedented growth

Over the next decade, Alberta will experience enormous growth in the traditional university-aged population. The U of A is currently the destination of choice for 25% of Alberta's post-secondary students. We are committed to sustaining our role within the province going forward. To meet the needs of our growing province and enhance our impact in Alberta and the world, we aspire to grow to 60,000 students over the next decade, an increase of 16,000 – reflecting both unprecedented domestic growth and a level of international enrolment growth commensurate with our top U15 peers.

Growth on this scale represents a transformative resource impact for the U of A, necessitating substantial new resources for investment in faculty and staff renewal, research and support services. Achieving growth on this scale is complex and requires coordinated planning and a staged approach to securing resources and investing in building our capacity to support and sustain higher enrolment. We are also clear that domestic enrolment growth is contingent on substantial investment from the Government of Alberta. If approached strategically, growth will support and enable innovative program development and education, underpinned by a university-wide commitment to delivering an outstanding student experience through Igniting Purpose: The Student Experience Action Plan. Growth is a critical element in our ambition to provide a global learning environment for all students, welcoming a diverse and inclusive community of domestic and international students. Growth will be a crucial enabler of our research goals, enabling a larger faculty complement, a more robust graduate research community, and supporting investments in systems and supports.

II.   Rising in national and global rankings, reflecting new levels of impact and recognition

By 2033, the University of Alberta will continue to be a university with global reach and transformational impact. We will be recognized globally, ranked among the top three universities in Canada and the top 50 in the world. While rankings are not the only way we measure our impact, they are an important indicator of impact and standing among our peers and a major point of pride for our community. Rankings also play an important role in helping us attract top faculty and students and resources and investment.

Today, we rank (almost) among the top 100 universities in the world, reflecting our outstanding impact and profile. To advance, it is essential to apply an integrated, institution-wide focus over the next three years. Our rankings reflect our performance and profile across all areas of our academic mission: education, teaching, and community engagement. In education, we will leverage our expertise and innovation in teaching and learning while better serving our growing community and improving employment outcomes and community connections for our graduates. In research, we will enhance connections between Alberta and the world. We will attract and support leading researchers and leverage the Areas of Global Excellence identified in *Forward with Purpose: A Strategic Plan for Research and Innovation* to drive an even stronger focus. In our community engagement, we will increase the visibility of our greatest impacts among the United Nations Sustainable Development Goals while strengthening partnerships with industry, employers and international peers to the benefit of our community and our students.

III.   A leader in knowledge generation and translation, inspiring solutions to grand challenges

The U of A is already a leader in Alberta and among Canada's top research-intensive universities. We aspire to achieve greater impact than ever before through our research and innovation activities, addressing challenges of local, provincial, national and global importance through creativity, research, innovation and higher education. Addressing these challenges requires strong multidisciplinary and intersectoral connections among researchers and students, industry, the public sector, and community members. Excelling in these areas is of fundamental importance to our ambitions for growth, national and international standing, and community impact.

Forward with Purpose: A Strategic Plan for Research and Innovation embeds these priorities across the university and sets out particular focus on research areas in which we have global excellence, as well as areas of leadership primed for further growth to address grand challenges. This renewed focus provides a way of galvanizing attention and investment to achieve maximum impact. Achieving our ambitions will engage all areas of the university and intersects with our goals across the whole of *Shape*. Research excellence and impact are interdependent with enrolment growth. In a top research university, there is a symbiotic relationship between teaching and research, and they mutually drive and inform faculty renewal, program innovation, and pedagogy. Research and engagement depend on one another: knowledge translation is fundamental to our impact, and community and industry partners are essential to our research and innovation. Community partnership is fundamental as we target a substantial increase in our sponsored research funding, our research impact, and our national and international reputation.

Implementation roadmap:

The following section identifies initiatives and deliverables by year for each pillar of *Shape* and for Foundational areas that underpin our ability to deliver on the pillars.

Foundational

This section reflects our strategic focus on building and sustaining organizational capacity and effectiveness, recognizing the continuing need to optimize processes to catch up to the organizational transformation we have undergone over the past several years, and the need to ensure we have the systems, processes, and infrastructure to support our goals for the future. We are equally focused on embedding cross-cutting values and commitments into *how* we deliver on those goals.

Table 3. Key indicators for the Foundational pillar

SHAPE KEY INDICATOR	BASELINE	10-YEAR TARGET (DEFINED IN *SHAPE*)	3-YEAR TARGET
Foundational			
Launch and implementation of the People Strategy	N/A	N/A	Launch: 2024
Launch of the refreshed EDI Action Plan	N/A	N/A	Launch: 2024

People are at the heart of what we do: our People Strategy

Our roadmap for the next three years is anchored by the launch of our People Strategy, which will establish a concrete plan for advancing a culture and workplace environment where our faculty, staff and employees can thrive. Our People Strategy will complement work already underway across the university to address issues identified through our inaugural Employee Engagement Survey. The university will continue to prioritize strengthening and investing in leadership programs for supervisors and academic leaders at all levels.

Living up to our core commitments

Shape sets out core commitments that embed fundamental values of the university into the way we work. We will integrate and embed these commitments with a particular focus on:

1. *Continued implementation of* Braiding Past, Present & Future: Indigenous Strategic Plan

    ·   *Braiding Past, Present and Future* is the guiding light for the university's commitments to Indigenization, decolonization, and meaningful Indigenous community engagement. It includes a comprehensive framework of goals and accountabilities distributed across all university areas. *Braiding Past, Present and Future* will be fully integrated into the implementation of *Shape*.

2. *Refresh and implementation of the* EDI Action Plan:

    ·   Launch of a refreshed EDI Action Plan, which will identify actions and practices to deepen the integration of EDI across the university, in close alignment with the People Strategy and in parallel with *Braiding Past, Present and Future.*

Supporting organizational performance

To ensure we have the organizational capacity to deliver on *Shape*, we will focus on the following areas:

- Leveraging our organizational model – particularly our College structure – as a foundation for collaboration in a high-functioning environment.
- Continued implementation of *Culture of Care* to embed safety across our work.
- Implementation of Budget Model 2.0 to align incentives with our academic mission and strategic priorities.
- Enhancement of administrative service effectiveness through the Continual Administrative Service Improvement Program (CASIP).
- Strengthening systems underpinning our core functions through a refreshed Technology Strategy.
- Supporting organizational sustainability through a master energy plan to achieve a net zero emissions target by 2050.

Table 4. Key deliverables for the Foundational pillar

PRIORITY / INITIATIVE	DELIVERABLE BY YEAR			*SHAPE* KEY INDICATOR	EXECUTIVE ACCOUNTABILITY
	2023/24	2024/25	2025/26		
People are our foundation					
People Strategy	• Develop and launch of inaugural People Strategy	• Implementation of People Strategy, building on and incorporating current initiatives related to leadership programs and academic leadership and additional priorities defined by the Strategy (TBD)	• Ongoing implementation of People Strategy (TBD)	Launch & implement People Strategy	VP(A) / VP(USF)
Living up to our core commitments					
Implementing *Braiding Past, Present and Future: Indigenous Strategic Plan*	• Launch of TRC report and dashboard • Establishment of Indigenous initiatives resources within the Colleges • Embed Indigenization in QA and program approvals	• Implementation of accountabilities defined in BPPF • Ongoing embedding of Indigenization within institutional plans for growth; internationalization	• Implementation of accountabilities defined in BPPF • Delivery of a new, centrally located space to support Indigenous students and the broader Indigenous community	Foundational across all areas	VP(A) / Distributed
EDI Action Plan	• Launch of refreshed EDI Action Plan • University-wide launch of foundational EDI module • Continue integrating Indigenous initiatives and EDI principles into all communications	• Ongoing implementation of EDI education; leadership development	• Priorities TBD through EDI Action Plan	Launch & implement EDI Action Plan	VP(A) / VP(USF) / Distributed
continued					

Table 4. Key deliverables for the Foundational pillar (continued)

PRIORITY / INITIATIVE	DELIVERABLE BY YEAR			*SHAPE* KEY INDICATOR	EXECUTIVE ACCOUNTABILITY
	2023/24	2024/25	2025/26		
Supporting organizational performance					
Academic organizational foundations	• Implement College Model and FGPS review recommendations	• Ongoing identification of opportunities for Colleges to facilitate and support functions across the academic mission		Foundational across all areas	VP(A)
Culture of Care	• Implement Year 1 of Culture of Care Action Plan and launch Workplace Mental Health and Well-being Action Plan	• Complete year 2 initiatives. Review and revise action plans as needed	• Complete year 3 initiatives. Review and revise action plans as needed	Foundational across all areas	VP (USF)
Budget Model	• Complete Budget Model 2.0 for implementation in FY 2024/25	• Review Budget Model 2.0 and revise as necessary	• Review and revise budget model as needed	Foundational across all areas	VP (A) / VP (USF)
Continual Administrative Service Improvement Program	• Improve services and process requirements for faculty and staff to support their effectiveness and efficiency	• Complete recruitment pilot, implement changes to the chart of accounts, improve wayfinding form usage, other streams are in progress	• Streams complete including recruitment technology tool and a data integration tool to improve data quality and reporting	Foundational across all areas	VP (USF)
Technology Strategy	• Redevelopment of roadmaps to align with university goals and initiatives. Delivery of 23/24 technology projects. Develop plans for 24/25 initiatives	• Delivery of 24/25 technology initiatives in each of the technology strategy pillars and foundational streams. Planning for 25/26 initiatives	• Delivery of 25/26 technology initiatives in each of the technology strategy pillars and foundational streams. Planning for 26/27 initiatives	Foundational across all areas	VP (USF)
Master Energy Plan	• Develop a master energy plan and roadmap for the district energy system to achieve a net zero emissions target by 2050 while maintaining the existing level of reliability, resilience and safety			Foundational across all areas	VP (USF)

Education with Purpose

Our roadmap for the next three years is organized around setting the stage for our transformational growth agenda, while ensuring we grow within the context of outstanding academic quality, in alignment with our academic priorities, and driven by a commitment to student experience, underpinned by our commitments to Indigenization and EDI.

Table 5. Key indicators for the Education pillar

SHAPE KEY INDICATOR	BASELINE	10-YEAR TARGET (DEFINED IN *SHAPE*)	3-YEAR TARGET
Education with Purpose			
Enrolment: Total headcount enrolment	44,000	60,000 headcount	50,000 by 2026
Student satisfaction*	U of A: 70% U15: 76%	Top third among U15	U15 benchmark
Student completion rate**	U of A (all programs): 82% *Undergrad: 77% (U15: 78%)* *Master's: 84% (U15: 85%)* *PhD: 76% (U15: 71%)*	Top third among U15	U15 benchmark

*National Survey of Student Experience (NSSE) - % of fourth-year students answering Good or Excellent to: "How would you evaluate your entire educational experience at this institution?"

**On-time is six years for direct entry high school admits, five years for post-secondary transfers, secondary programs, Master's and nine years for PhDs. Methodology for U15 benchmarking for graduate programs is under development.

Priority deliverable areas

1. Enrolment growth while delivering an exceptional student experience

- Launching an Integrated enrolment growth strategy, aiming to achieve an enrolment of 50,000 in the short term and 60,000 within a decade, including strategies to grow and diversify international enrolment, and planning to ensure our supports and infrastructure can accommodate growth at this scale. Domestic enrolment growth is contingent on government investment.

- Launching and implementing the *Igniting Purpose: The Student Experience Action Plan* and several flagship initiatives while taking steps to embed an emphasis on student experience across all areas of our operation.

2. Innovative programs and teaching

- Implement a new Learning Management System to better support students and instructors through a modernized and consistent interface.

- Leveraging our College model, launching innovative interdisciplinary programs at the undergraduate and graduate levels, beginning with areas such as data science and AI, sustainability, and health sciences.

- Incorporating high-quality online and hybrid education to support flexibility for students, beginning with high-enrolment first-year courses and opportunities for online graduate programs targeting working professionals.

- Supporting and enabling the development of course-based Master's degrees to support access, enrolment growth and revenue generation.

3. A renewed International Strategy as a cornerstone of a global learning environment

- Renewing our International Strategy to guide improvements in international student recruitment, student experience and program innovation and to ensure we offer a globally oriented learning environment for all students – through encountering a diverse student body, accessing opportunities for international experiences, and enjoying opportunities to engage in addressing global challenges.

Table 6. Key deliverables for the Education with Purpose pillar

PRIORITY / INITIATIVE	DELIVERABLE BY YEAR			*SHAPE* KEY INDICATOR	EXECUTIVE ACCOUNTABILITY
	2023/24	2024/25	2025/26		
Enrolment growth while delivering an exceptional student experience					
Integrated enrolment growth strategy	• Develop integrated enrolment growth strategy to 60,000 • Develop institutional framework to support development of new course-based Master's	• Support online grad program development as a component of integrated enrolment growth • Implement international Foundation program and international recruitment strategy	• Launch of multiple new CBMs targeting working professionals and international market, as part of a portfolio that will ultimately enroll 3000 students annually	Enrolment: total headcount	VP(A)
Igniting Purpose: The Student Experience Action Plan (SEAP)	• Launch SEAP • Release of My Schedule Builder tool	• Implement Action Plan for the National Standard for Mental Health and Well-Being for Post-Secondary Students • Continue to explore options to ensure students have efficient and cost-effective access to course materials • Increase campus-wide custodial standards to at least APPA level 3 • Support work to enhance accessibility and accommodations in alignment with the Council on Systemic Ableism	• TBC (action plan being finalized)	Student satisfaction Student completion rate	VP(A) / Distributed
Pedagogy and learning	• Revise entire suite of space management and other space-related policies	• Publish AMMP	• First round of KPI reporting	Enrolment: total headcount	VP (USF)
continued					

Table 6. Key deliverables for the Education with Purpose pillar (continued)

PRIORITY / INITIATIVE	DELIVERABLE BY YEAR			*SHAPE* KEY INDICATOR	EXECUTIVE ACCOUNTABILITY
	2023/24	2024/25	2025/26		
Innovative programs and teaching					
Learning Management System (LMS)	• LMS of the Future - Wave 1 onboarding	• LMS of the Future - full implementation	• Ongoing monitoring	Student satisfaction	VP(A)
Innovative & interdisciplinary programs	• Launch development of BSc (Health Sciences) and interdisciplinary Master's programs in College of Natural and Applied Science	• Approval of at least one College-level interdisciplinary program • Leverage microcredential framework to support credential laddering and novel admission pathways	• Launch of at least one addiitonal College-level interdisciplinary program	Enrolment: total headcount Student completion rate	VP(A)
Pedagogy and learning	• Launch of resources to support instructors on generative AI • Full implementation of SPOT • Opening of Geoffrey and Robyn Sperber Health Sciences Library	• Implementation of minimum PhD funding guarantee • Faculty engagement on future of the learning environment	• TBD	Student satisfaction Student completion rate	VP (USF)
Online and continuing education	• Support online development for high-enrolment first-year UG courses and audit/ support for existing online offerings • Establish a microcredential framework to support a coherent institutional approach	• Support online grad program development as a component of integrated enrolment growth	• Full integration of online development pathway into course-based Master's strategy	Enrolment: total headcount	VP(A)
Renewed international strategy as a cornerstone of a global learning environment					
International Strategy	• Commence International Strategy renewal (scope including enrolment, student experience, global research partnerships, SDGs and global impact)	• Implement international Foundation program and international recruitment strategy • Enhancements to international partnership supports	• Ongoing implementation and reporting	Enrolment: total headcount Student satisfaction	VP(A)

Research with Purpose

Forward with Purpose: A Strategic Plan for Research and Innovation **provides the roadmap for implementing** *Shape***'s research pillar. Forward with Purpose reflects a university-wide approach to delivering on** *Shape's* **priorities, with special emphasis on deepening our impact on communities, on large-scale and multidisciplinary collaboration and durably embedding Indigenous and community engagement into research practices.**

Table 7. Key indicators for the Research pillar

SHAPE KEY INDICATOR	BASELINE	10-YEAR TARGET (DEFINED IN *SHAPE*)	3-YEAR TARGET
Research with Purpose			
National and international ranking*	ARWU - 91st, 4th in Canada THE - 109th, 5th in Canada QS -111th, 4th Canada	Top 50 internationally Top 3 in Canada based on research revenue	Top 100 in the world in ARWU, THE and QS Top 5 in Canada based on research revenue
Annual sponsored research ($ and U15 ranking)	$537M (rolling five-year average), top 5 in U15	$650M by 2028; top 3 in U15 by 2033	$630M; top 5 in U15

Priority deliverable areas

1. *Strengthening our research and innovation ecosystem*

    ·   Increasing the number and scope of innovations arising from research, including through the launch of the U of A's Innovation Fund, which invests in leading-edge technology start-ups to bridge the funding gap and help translate research into impact.

    ·   Supporting Research Networks for interdisciplinary and large-scale grants, including support in application development and forming and managing collaborative teams.

    ·   Improving submission and success rates with major national agencies to increase sponsored research revenue and build research capacity.

    ·   Streamlining and coordinating processes for integrating, supporting and safeguarding the operation of shared institutional infrastructure for research and creative activities.

    ·   Advocating and securing funding for the STEM Centre as a key investment in building our research infrastructure for the future.Priority deliverable areas

2. *Addressing grand challenges through focused emphasis on our Areas of Global Excellence and Areas of Growth*

    ·   Enhancing our ability to contribute to global grand challenges by bringing together the depth and breadth of our researchers with industry, government and community partners to co-develop new knowledge and innovative solutions in our Areas of Global Excellence – where we have a sustained track record of global leadership – and Areas of Growth – where we aim to reach that level over the next decade.

AREAS OF GLOBAL EXCELLENCE

AREAS OF GROWTH

Broad, long-term and
deep institutional strengths

Areas of leadership
primed for further growth

ENERGY AND ENVIRONMENT
Energy systems, resilience and climate change mitigtion

ARTIFICIAL INTELLIGENCE
Artificial intelligence, machine learning and data science

HEALTH AND WELL-BEING
Health, disease prevention and life-course approaches to care and well-being
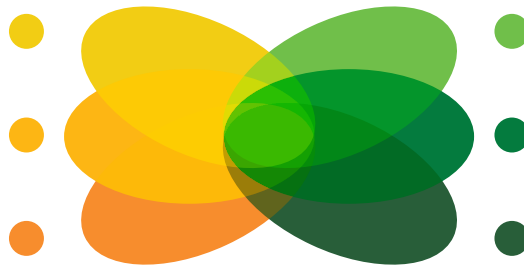
AGRICULTURE AND FOOD
Sustainable agriculture, resilient food, security and value-added diversication

INDIGENOUS RESEARCH
Indigenous research, community engagement and relationships

SOCIAL TRANSFORMATIONS
Advancing social betterment in the 21st century

Table 8. Key deliverables for the Research with Purpose pillar

PRIORITY / INITIATIVE	DELIVERABLE BY YEAR			*SHAPE* KEY INDICATOR	EXECUTIVE ACCOUNTABILITY
	2023/24	2024/25	2025/26		
Strengthening our research and innovation ecosystem					
Increase number and scope of innovations arising from research	• Updated IP approach • Lab2Market program launched • UofA Innovation Fund Launched • Map of internal innovation ecosystem developed	• Updated IP policy • Create "pathways" for innovators and strengthen links to external resources	• Ongoing coordination and growth of innovation supports	National and international reputation	VP(RI)
Enhance support for incorporation of EDI principles and Indigenous-engaged research	• Develop resources to support researchers in incorporation of EDI principles into research proposals and environments. • Develop resources to support Indigenous-engaged research and partnership with Indigenous communities	• Continue to develop a suite of resources to support incorporation of EDI principles into research through Program Officer for EDI. Provide individualised support to research teams to help identify systemic barriers and develop plans to more effectively address and incorporate the principles of EDI. Provide customised support for researchers from equity-denied groups to assist with grant development and researcher success. • Recruit a Program Officer for Indigenous Initiatives to develop resources and support for Indigenous researchers and Indigenous-engaged research in collaboration with VPIPR. Provide resources to support ethical research partnerships with Indigenous communities and strengthen relationships between Indigenous communities and University of Alberta researchers.	• Establish Centre of Expertise for EDI in Research and Innovation and Indigenous Research and Innovation in the VPRI portfolio.	International ranking Sponsored research	VP(RI)
continued					

Table 8. Key deliverables for the Research with Purpose pillar (continued)

PRIORITY / INITIATIVE	DELIVERABLE BY YEAR			*SHAPE* KEY INDICATOR	EXECUTIVE ACCOUNTABILITY
	2023/24	2024/25	2025/26		
Strengthening our research and innovation ecosystem					
Improve submission and success rates with major national granting agencies	• Identify barriers to increased submissions, including those experienced by equity-denied groups • Examine researcher attribution as a key motivator for team science Identify gaps in peer review	• New peer review pathways for Tri-Agency grants at all stages of the project life cycle. • Researcher attribution that encourages team science. • Improved post-award administration processes to reduce disincentives to grant submission. • Expanded measures of research impact beyond revenue to encourage increased submissions from social sciences and humanities.	• Comprehensive suite of peer review options for researchers across multiple agencies in collaboration with RPN. • Improved and equitable post-award administration to reduce burden on researchers.	International ranking Sponsored research	VP(RI)
Streamlined and coordinated processes for supporting shared institutional infrastructure for research and creative activities	• Establish a Research Security office • Complete review of university-wide research infrastructure / core facilities • Examine barriers to coordinated submissions of shared infrastructure grant applications	• Consolidation of administration of North Campus Animal Facilities if budget is secured • Develop training and awareness programs to enhance safeguarding research competencies on campus • Identify and implement core support platforms and programs for sensitive research data	• Continue to develop internal processes that are responsive to any evolving federal requirements for safeguarding research. • Ongoing education of researchers and research administrators related to safeguarding research.	Sponsored research	VP(RI)
Secure funding for STEM Centre	• Discussions with GOA and pre-budget submissions	• Funds committed in the budget and announced (dependent on GoA investment)	• Funds delivered and ground-breaking announcement has occurred (dependent on GoA investment)	Sponsored research	Cross-university
continued					

Table 8. Key deliverables for the Research with Purpose pillar (continued)

PRIORITY / INITIATIVE	DELIVERABLE BY YEAR			*SHAPE* KEY INDICATOR	EXECUTIVE ACCOUNTABILITY
	2023/24	2024/25	2025/26		
Addressing grand challenges through emphasis on Areas of Global Excellence and Areas of Growth					
Research Networks for interdisciplinary and large scale grants	• Create Quantum Hub Initiative, Black Research Network Initiative, and Security and Defence Growth Initiative for interdisciplinary and large scale grants • Use the New Frontiers in Research Fund, Transformation competition as a pilot to develop a framework to provide development support for researchers building networks and subsequently applying for and managing large scale grants.	• Create pan-Alberta Advanced Manufacturing International Hub and Clinician Scientist Research Funding Development Support Initiative for interdisciplinary and large-scale grants • Comprehensive suite of network building and grant development (from conceptualization through to implementation) support for researchers applying for and managing large-scale grants led by the University of Alberta.	• Launch Social Innovation Framework Initiative for interdisciplinary and community-engaged grants	International ranking Sponsored research	VP(RI)

Engagement with Purpose

Community engagement is a core activity that occurs across faculties, colleges and administrative portfolios. To coordinate and support this work, the university is developing a comprehensive community engagement plan.

This plan will include focused consultation to better understand what our communities expect from us and how we can deliver – including through enhanced focus on engaging and supporting our alumni. As we develop our community engagement plan, we will focus on deepening partnerships and engagement with communities and industry and on taking a leading role in confronting issues of importance to communities across Alberta. We will translate this engagement into greater impact through areas like experiential learning, research and innovation, while making it easier and more rewarding for community partners to engage with the university. And we will be recognized for our impact, locally, nationally, and globally.

Table 9. Key indicators for the Engagement pillar

SHAPE KEY INDICATOR	BASELINE	10-YEAR TARGET (DEFINED IN *SHAPE*)	3-YEAR TARGET
Engagement with Purpose			
Annual value of partnerships*	$113M	$153M	$123M
Impact ranking	THE Impact - 7th internationally	THE Impact - top 10 internationally	THE Impact - top 10 internationally

*Includes philanthropic support (hospital foundations, family foundations, corporate foundations, and non-profit organizations and societies, amongst others) and enterprise-related revenue, such as space leasing revenue, contract research through External Relations, industry consortia, and in-kind investments. Baseline excludes the Enterprise portfolio, which is new and not fully operational.

Priority deliverable areas

1. *Integrated university-wide community engagement plan*

   · *Development of a university-wide action plan for community engagement, integrating research and innovation, education, and outreach activities and establishing a framework of accountabilities.*

   · *Establishing indicators to capture the impact of the university on community and our success in becoming a more accessible, responsive and strategic partner.*

2. *High-impact outreach to deepen community, partner and industry connections*

   · Enhanced coordination and support for outreach and incorporating community engagement into operational plans across the university.

   · Increasing the number and value of external partner/industry connections to the University of Alberta.

   · Launching a brand initiative as a platform for external and internal engagement.

3. *Enhanced university-wide commitment to community engagement*

   · University-wide support for initiatives to deepen partner, community and Indigenous engagement in research and innovation.

   · Through the development of multiple pathways into and through programs, enhancing access among non-traditional learners to support community needs.

   · Fundraising to galvanize support for university, college and faculty priorities, as a reflection of the value we deliver to our communities and partners.

   · Supporting faculties to review FEC standards to incentivize and reward community-engaged activity.

   · Better positioning Centres & Institutes as a key resource in community engagement with the university.

4. *Deepen our commitment to advancing the Sustainable Development Goals (SDGs)*

   · Renewing our International Strategy as a foundation for deepening international partnerships to broaden global activity and impact.

   · Implementing our Rankings Action Plan as a foundation for institutional partnerships and incentivizing activity contributing to our Impact Ranking (based on contribution to SDGs).

Table 10. Key deliverables for the Engagement with Purpose pillar

PRIORITY / INITIATIVE	DELIVERABLE BY YEAR			*SHAPE* KEY INDICATOR	EXECUTIVE ACCOUNTABILITY
	2023/24	2024/25	2025/26		
Integrated university-wide community engagement plan					
Development of integrated community engagement plan	• Launch of development process	• Completion of integrated action plan (actions TBD)	• Implementation and initial reporting (actions TBD)	Foundational across all areas	Shared
High-impact outreach to deepen community, partner and industry connections to the University of Alberta					
High-impact outreach to key community partners	• Ongoing outreach to key partners, including alumni, donors, industry and associations, community organizations and the general communities • Implement year 1 of the news engagement strategy	• Report on initial achievements. • Complete existing plans expressed in the 2018-19 Community Engagement Consultation. • Refining university-wide services plan for priority community partners, and conducting scans of partner engagement priorities. • Development of new engagement strategy for university-wide community relations and realignment of partnership priorities aligned with *Shape*	• Implement year 1 of the news engagement strategy	Annual value of partnerships	VP(ER)
External Partner/ Industry Connections to the University of Alberta	• Connect with over 300 industry (domestic and int'l) and community partners	• Connect with over 400 industry (domestic and int'l) and community partners	• Connect with over 500 industry (domestic and int'l) and community partners	Annual value of partnerships National and international reputation	VP(ER)
Brand initiative	• A University level brand execution. Promoting the University based on the USP focus	• Continuation of the work initiated in year one as budget allows, increase the scope to include the website as a key area of differentiation and excellence	• Continuation of the work initiated in year one as budget allows	National and international reputation	VP(ER)
continued					

Table 10. Key deliverables for the Engagement with Purpose pillar (continued)

PRIORITY / INITIATIVE	DELIVERABLE BY YEAR			*SHAPE* KEY INDICATOR	EXECUTIVE ACCOUNTABILITY
	2023/24	2024/25	2025/26		
Enhanced university-wide commitment to community engagement					
Review FEC standards	• Identify and support faculties to participate in review of Faculty Standards to incentivize community engagement	• Development of best practice guidance to support ongoing efforts	• Continued implementation	National and international reputation	VP(A)
Centres and Institutes Task Force recommendations	• Finalize recommendations of Centres and Institutes Task Force to strategically support the role of Centres and Institutes within the U of A's broader vision as a key resource in community engagement	• Consultation and implementation of Task Force recommendations	• Continuous consultation, as needed and continued implementation	National and international reputation Annual value of partnerships	VP(RI) / VP(A)
Fundraising to support key priorities	• Innovation Fund launched with $5M raised in donations • Advance the quiet phase of Student Success Campaign toward public launch and raise $30M • Raise annual fundraising goal: $140M	• Raise annual fundraising goal $TBD • Publicly launch the student success campaign in the fall of 2024 (2 year public campaign). • Advance and report on student success campaign and raise $65M campaign cumulative total toward $100M goal	• Raise annual fundraising goal. • Advance and report on student success campaign toward raising $100M goal (TBC) by fall 2026. • Create a plan to launch a comprehensive campaign, report on readiness and timeline	Foundational across all areas	VP(ER)
Deepen our commitment to advancing SDGs					
International Strategy	• Commence International Strategy renewal (scope including enrolment, student experience, partnerships, SDGs and global impact) - as noted under Education with Purpose	• Enhancements to international partnership supports	• TBC (strategy development underway) • Ongoing reporting	Impact ranking	VP(A)
Implement Rankings Three-Year Action Plan	• Acceptance and implementation of revised rankings strategy • Improved movement in the key rankings • 4 pilot projects kicked off	• Regular review and campaign to continue pushing to the right recruitment numbers	• Positive movement towards top 50, strategy to improve bibliometrics and reputation	National and international reputation Impact ranking	VP(ER)

Appendix

The following presents an integrated view of the university's reporting mechanisms under *Shape.* We will report annually on the key performance indicators identified below, and reporting on *Shape* is supplemented by other aligned reporting exercises focused on more specific lines of activity that comprise the broader strategic plan. Together, these reporting exercises constitute a coherent, holistic reporting approach.

Table 11. Key indicators for Shape and linked reporting exercises

SHAPE KEY INDICATOR	10-YEAR TARGET (DEFINED IN *SHAPE*)	3-YEAR TARGET	LINKED & SUPPLEMENTAL REPORTING EXERCISES
Engagement with Purpose			
Enrolment: Total headcount enrolment	60,000 total headcount within a decade	50,000 total headcount by fall 2026	**Enrolment growth while delivering an outstanding student experience:**
Student satisfaction	Top third within the U15	Meet or exceed U15 benchmark	• Investment Management Agreement (reported annually to GoA) • Student Experience Action Plan accountability framework
Student completion rate	Top third within the U15	Meet or exceed U15 benchmark	• Results reporting for NSSE; Canadian Graduate and Professional Student Survey • Comprehensive annual enrolment & student aid reporting • Asset Management Master Plan KPIs **Innovative programs and teaching:** • Continuing education portfolio enrolment reporting • LMS implementation (indicators TBC) **Renewed international strategy:** • Reporting framework for the International Strategy (indicators TBD)
continued			

Table 11. Key indicators for **Shape** and linked reporting exercises (continued)

SHAPE KEY INDICATOR	10-YEAR TARGET (DEFINED IN *SHAPE*)	3-YEAR TARGET	LINKED & SUPPLEMENTAL REPORTING EXERCISES
Research with Purpose			
International ranking	Top 50 internationally in major rankings	Top 100 internationally in ARWU, THE and QS	**Strengthening our research and innovation ecosystem; addressing grand challenges through emphasis on Global Areas of Excellence:**
Annual sponsored research	$650M by 2028; ranked #3 within U15 by 2033	$630M; top 5 in U15	• Forward with Purpose annual reporting (key indicators incl. number and scope of spinoffs, and research collaborations with industry; networks created; number & success of submissions to Tri-Agency grant competitions, & major (CFI IF) & investigator-initiated infrastructure awards (CFI IF); collaborative grants; support for innovative research aligned with areas of Global Excellence and Growth; interdisciplinary and large-scale funding secured) • Annual reporting of the Innovation Fund
Engagement with Purpose			
Annual value of partnerships	$153M	$123M	**High-impact outreach to deepen connections to the University of Alberta:** • Annual reporting on partnership engagement & enterprise portfolio(report mechanism to be developed)
Impact ranking	THE Impact - top 10 internationally	THE Impact - top 10 internationally	**Enhanced university-wide commitment to community engagement:** • Brand monitoring & engagement metrics (reported internally) • Annual Advancement reporting ($ raised, number of donors and donations) • Annual reporting on alumni engagement • Annual reporting on community engagement and implementation of CEC **Deepen our commitment to advancing SDGs:** • Reporting framework for the International Strategy (indicators TBD)
continued			

Table 11. Key indicators for **Shape** and linked reporting exercises (continued)

SHAPE KEY INDICATOR	10-YEAR TARGET (DEFINED IN *SHAPE*)	3-YEAR TARGET	LINKED & SUPPLEMENTAL REPORTING EXERCISES
Foundational			
Launch and implementation of the People Strategy	N/A	Launch 2024	**People are our foundation (develop & implement People Strategy):** • Reporting framework for the People Strategy for the university (indicators TBD) • Employee engagement survey
Launch of the refreshed EDI Action Plan	N/A	Launch 2024	**Implementation of Braiding Past, Present & Future; EDI Action Plan:** • Accountability framework under Braiding Past, Present & Future • TRC Dashboard • Reporting framework for the EDI Action Plan (indicators TBD) • Employee census • Student census **Supporting organizational performance:** • CASIP reporting (measures for each stream and client satisfaction) • Culture of Care reporting (Health, Safety & Environment dashboards; Health & Safety Climate Survey; quarterly initiative reporting) • Budget model implementation progress reporting • Technology strategy metrics (reported internally) • Leadership programs key metrics (reported internally) • Reporting on implementation of College Model Review recommendations

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