



University of Alberta
Strategic Plan 2023-2033
CONSULTATION DRAFT

Leading with Purpose

APRIL 17, 2023

OFFICE OF THE PROVOST AND VICE-PRESIDENT
(ACADEMIC)



**UNIVERSITY
OF ALBERTA**



The University of Alberta, its buildings, labs and research stations are primarily located on the territory of the Néhiyaw (Cree), Niitsitapi (Blackfoot), Métis, Nakoda (Stoney), Dene, Haudenosaunee (Iroquois) and Anishinaabe (Ojibway/Saulteaux), lands that are now known as part of Treaties 6, 7 and 8 and homeland of the Métis. The University of Alberta respects the sovereignty, lands, histories, languages, knowledge systems and cultures of all First Nations, Métis and Inuit nations.

To acknowledge the territory is to recognize the longer history of these lands. The acknowledgment signifies the University of Alberta's commitment to working in Good Relations with First Nations, Métis and Inuit peoples as we engage in our institutional work, uplifting the whole people, for the university for tomorrow.



Table of Contents

A university with transformational impact, grounded in relationships	4
Fulfilling our purpose	6
People are our greatest strength.....	6
Our plan.....	8
Education with purpose	9
Evolving programs and teaching for the future.....	9
Expanding to meet the needs of a growing province.....	10
Research with purpose	13
Priority research areas for maximum impact.....	14
Mobilizing research, innovation and creativity for maximum impact.....	16
Engagement with purpose	19
A unique place in the fabric of our communities.....	20
A leader and convenor with communities.....	20
Streamlining access for partners and communities.....	21
Moving forward	23

A university with transformational impact, grounded in relationships.

Founded in 1908 as Alberta's flagship university, the University of Alberta has grown into one of the world's great public universities.

The University's Indigenous Strategic Plan, Braiding Past, Present, and Future, is a crucial foundation integrated into our strategic plan.

Our mission is to advance education and research to the benefit of Alberta and beyond. We prepare new generations of thinkers, builders and leaders who will help our province thrive into the future. And we do so with a fundamental commitment to truth and reconciliation, walking together with First Nations, Métis, and Inuit communities.

We are a university with a global reach — one that's a magnet for ambitious students, expert staff, and talented faculty who are world leaders in their fields. Our global standing strengthens our University's capacity to make new discoveries and contributions to our province and country. And it has made a University of Alberta degree recognized worldwide for exceptional quality. We educate global citizens who contribute to Alberta, Canada, and the world.

Now, in a rapidly changing environment, we must adapt to the opportunities and challenges we face.

Over the past three years, the University of Alberta has undertaken a bold transformation, building a new academic structure that transcends traditional disciplinary boundaries. We stand ready for the future: to accelerate collaboration across disciplines, focused on collective priorities; to educate students to solve problems and collaborate for real-world impact; to embrace partnership, collaboration, and community like never before. Going forward, we are guided by the shared aspirations that our community has expressed, and we seek to build on that transformation.

As our society and institutions undergo a period of significant change, it is more important than ever that we adapt to apply our extraordinary disciplinary strengths to more complex and interconnected challenges than ever before. As we build on our proud legacy, we know that we can and must do things differently.



We are a
university with

Global reach

Through our high-impact research and innovation, we can help solve the complex challenges confronting communities here and around the world. Through our exceptional instruction, we produce graduates who fuel new possibilities for our province and the world. But we cannot achieve any of this in isolation. In a profoundly interdependent world, we need to embody connection and relationship in all that we do.

We strive to be a place of change makers, community builders, and world shapers – an academy that has **lasting, transformational impacts on people’s lives.**

To lead, we have to walk together.

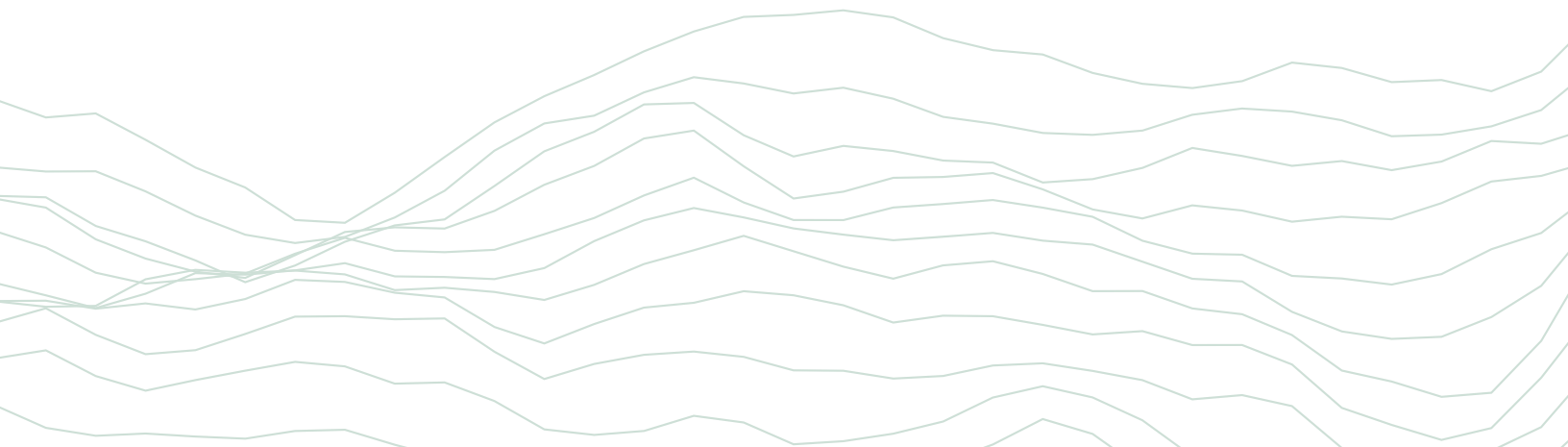
Leading with Purpose outlines our bold, deliberate path forward.



A place of **change
makers, community
builders, and world
shapers**

This plan is informed by deep engagement within and beyond our university community. While engaging our faculty, staff, students, partners, and communities, we heard powerful aspirations. We heard a desire to focus more directly on our areas of strongest research excellence and greatest impact. We heard aspirations to build on our strengths to foster exceptional education for the coming decades. We heard the need to expand our enrolment to meet the needs of a diverse and growing province. We heard the need to continue to deepen and live out our commitments to Indigenization. And we heard a desire to move forward as one university, emboldened by our new structure and committed to equity, diversity, and inclusion.

Informed by these aspirations, this plan outlines our path forward for the next 10 years to the benefit of Albertans, Canadians and the world at large.



Fulfilling our purpose.

To fully realize our ambition, we will align our resources more purposefully: in how we foster **education** and grow our university, how we pursue impactful **research**, and how we undertake **engagement** to lead within the broader community.

This will enhance our ability to meet our community's expectations of us ...

Producing knowledge and discoveries that are widely recognized and celebrated...

Delivering superior education that prepares graduates to succeed in their careers...

Embedding our Indigenous commitments and reconciliation into the fabric of the university...

Serving as an inclusive place where diverse ways of knowing and doing come together to foster exploration and expression...

Generating knowledge and innovations that will power society and the economy...

In these ways and more, we will markedly improve quality of life for Albertans, Canadians and the world at large.

And in so doing, we will more boldly take our place as **one of the world's leading comprehensive public research universities**.

The University of Alberta is one of the world's leading comprehensive public research universities.

People are our greatest strength

Our talented faculty, staff, and students represent the critical foundation for our University's past achievements and our future ambitions.

If we are serious about making lasting, meaningful impacts on people's lives, we must take deliberate steps to ensure we support the people of our University and create a culture where everyone can achieve their full potential.

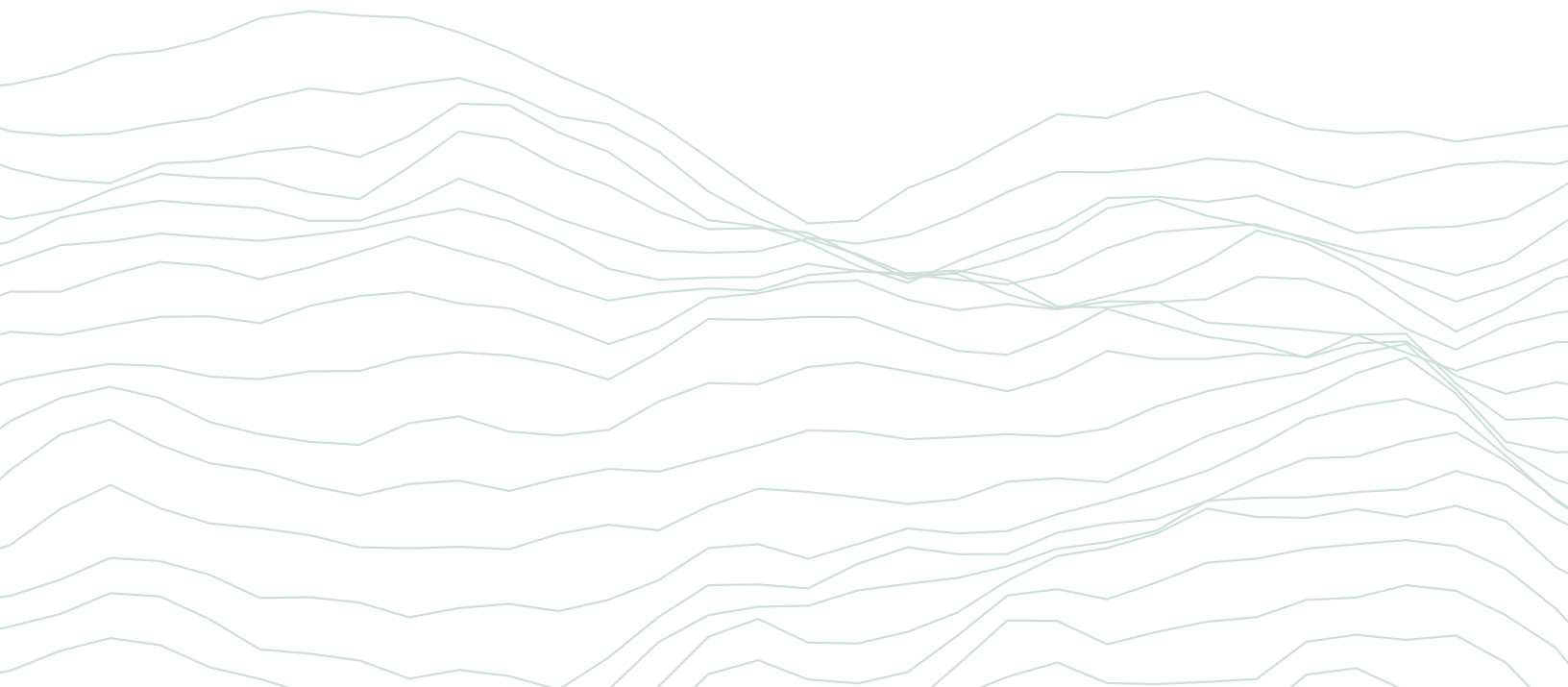
This means being an institution where faculty, staff, and students want to be, where they feel they can develop professionally and personally, and access the support they need to succeed.

It means being an institution where many different perspectives are valued and where we genuinely integrate into decision-making.

And it means being an institution where the health, well-being and flourishing of faculty, staff, and students underpin the implementation of this University Strategic Plan – in every initiative, of every size.

As we undertake investments and initiatives to support the people of our University, we will embed several key commitments. These go to the heart of how we relate to and value people – and as such, they will find expression across all of the things we do and decisions we make as a university.

- **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. The University's Indigenous Strategic Plan, Braiding Past, Present, and Future, 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.
- **Sustainability.** We strive to be an institution that is sustainable because we know the well-being of our people depends on our long-term viability. We lead through the prudent stewardship of resources in research and education as well as in administration, and we demonstrate leadership in stewarding our environment and the lands on which we reside.
- **Creativity.** We embrace opportunities to innovate to make things better for people. 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 our students, faculty, and staff to flourish.
- **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.



Our plan

Our north star is *impact*.

The following plan sets out a comprehensive vision for the University of Alberta's next decade. It is anchored in the three core areas of our mandate: education, research, and community engagement. The plan builds on their enduring and essential value and sets out how we will innovate and evolve to achieve even greater impact.

These areas of our work are deeply interconnected.

Research is integral to our teaching and learning – we build our programs around deep research expertise, and leading-edge faculty introduce students to the challenges at the forefront of their disciplines. And research is how we give back to community, transforming knowledge into impact.

Our students are fundamentally integrated into research and innovation as they conduct research, work in labs, translate knowledge for application, and form vital links to the community. Growing our enrolment empowers us to expand research while better serving the communities who rely on the University of Alberta to provide education and create opportunity.

We interweave community engagement throughout our education and research programs. It is the source of strength for our research – through partnerships and mutually beneficial collaboration. Community engagement is fundamentally embedded in how we educate and grow. It is how and why we do what we do: alongside the communities we serve.



Education with Purpose

Our university community is united in its commitment to our educational mission. We recognize the need to evolve to meet student and community needs into the future. We have also heard that we need to expand to meet the needs of a young and rapidly growing province – and that we need to do so deliberately and sustainably.

Today's students expect their university degrees to represent more than an accumulation of course credits. They want to be meaningfully prepared for the professional and personal goals they will pursue, with the benefit of learning experiences that are embedded in the realities of today's world and the uncertainties of tomorrow's. They want to be global citizens who make a tangible impact on Alberta, Canada, and the world.

Our University can set itself apart in responding to these expectations by purposefully evolving how we build, structure, and deliver programs of study.

Evolving programs and teaching for the future

All programs will meaningfully integrate our commitments reflected in *Braiding Past, Present and Future*.

The potential of our University's college structure will be unlocked as we develop new and innovative programs that transcend traditional disciplinary boundaries. We will **develop and expand innovative programs in high-demand, high-impact areas** that build on our disciplinary strengths. **All programs will meaningfully integrate our commitments reflected in *Braiding Past, Present and Future*.** We will embed Indigenous ways of knowing, incorporate thoughtful community engagement and community-based learning, and design and deliver programs in ways that support and value Indigenous research.

We must also **embed our commitments to equity, diversity and inclusion** to ensure programs are inclusive of diverse student needs and backgrounds through many aspects of barrier-free access. This will better position our graduates to lead in new and emerging fields and to benefit from multi-disciplinary knowledge that reflects changes in our society, economy and environment.

Emerging technology presents a transformational opportunity in some fields, and we will apply the considerable technological expertise of our faculty and staff to enhance teaching in all programs.

We will support enrolment growth and improve student access by **thoughtfully integrating hybrid and online delivery with in-person programs** so that students seeking flexibility can pursue their degrees through **an intentional blend of online, hybrid and in-person courses**, based on their needs and program goals.

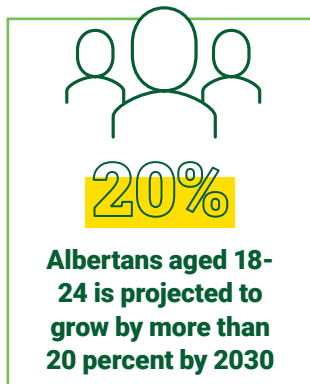
While the majority of our students will continue to learn in-person, we will also **develop a portfolio of leading online courses and programs in areas of distinct strength**, allowing us to serve remote learners, working professionals, and students with different accessibility needs at a level of quality befitting our standing.

We will **remain a leader in experiential and work-integrated learning** to ensure that our students not only graduate with future-ready skills but also make an impact in our community through the outstanding work our students do.

We also recognize that students increasingly want to access education throughout their lives and careers, particularly as community and industry needs evolve. We will thoughtfully **leverage our depth in continuing education to support a wider range of credentials and pathways into the university** while also engaging closely with learners and employers to understand their goals. To this end, we will build a responsible and responsive portfolio of continuing education that helps support the ongoing development of Albertans and Canadians.

Expanding to meet the needs of a growing province

As we deliver education with purpose, we will address demand through growth.



Alberta is a young province and the number of Albertans aged 18-24 is projected to grow by more than 20 percent by 2030 and will continue growing well into the 2030s. In part because Alberta's post-secondary system lacks sufficient capacity, an estimated 14,000 university students leave the province each year to study elsewhere, a number larger than in any other province in Canada. We are losing far too many talented Alberta high school graduates to other provinces.

As Alberta's flagship university, we embrace our role in serving a growing province and welcome the opportunity to expand to meet Alberta's needs. If undertaken thoughtfully, enrolment growth represents an opportunity for us to serve the aspirations of Alberta students better, to furnish the province with a stronger future-ready workforce, to enhance access, and to foster a more diverse and dynamic student body across all our campuses. At a time when university education will be in more demand than ever before, we embrace the opportunity to grow to serve the province.

Expanding **access for Indigenous students will be paramount** in our growth planning, and we will maintain and establish pathways and supports to ensure they can succeed. We will continue to grow Indigenous enrolment through such supports and through sustained engagement with communities across the province and Canada. We will explore institutional partnerships that foster accessible program pathways, support students to access the courses they need to enter university, and increase the availability of community-relevant learning opportunities (like experiential learning embedded in communities).

Through enriched dialogue with the public, private and non-profit sectors, we will develop a clearer and more comprehensive understanding of how we can best serve growing enrolment to support our growing province — and, through growth, to expand our complement of graduate researchers and faculty, to increase our research impact. In collaboration with key partners and with the right conditions in place, **we will carefully pursue opportunities for growth.**

We also recognize and embrace the importance of international students, who contribute so much to enrich the learning environment here in Alberta — and so many of whom remain in the province upon graduating to build their lives and careers, contributing to an ever more diverse and dynamic economy and society. We are educating global citizens and will **foster opportunities for all students to interact with peers from other countries and have an international experience as part of their studies.**

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We will also take deliberate steps to **ensure students have exceptional experiences.** Informed by the perspectives of current and recent students, we will pursue initiatives to develop campus environments that support belonging, learning, wellness and personal growth. We are committed to meeting the needs of our increasingly diverse student body. This includes developing and providing a range of programming and services to address health needs, embrace diversity, provide leadership opportunities, enable social engagement and foster inclusion. We will work to become a leading example in accessibility by addressing systemic ableism and celebrating our diversity. We will provide dedicated and appropriate support to help Indigenous students thrive. We commit to ensuring **that everyone who chooses the U of A will feel included and valued.**

This commitment also includes **optimizing existing campus infrastructure, where funding is available, as we grow** to provide 21st-century learning environments and accessible spaces to meet recreational, emotional, spiritual, educational and other needs.

What success will look like under Education with Purpose

- Strategic enrolment growth that enables us to expand our access, our community impact, and our research profile
- Increased Indigenous student enrolment, greater representation of students from other equity-denied groups, and a vibrant and diverse international student body
- An outstanding student experience within an inclusive environment, bolstered by effective supports and reflected in high rates of student completion
- Innovative, multi-disciplinary programs of study that prepare graduates to enjoy thriving careers, and that meaningfully embed our commitments to Indigenization
- Launch of a portfolio of leading online courses and programs in areas of distinct strength, and appropriate integration of virtual learning modalities in our face-to-face offerings
- Outstanding experiential, work-integrated, and global learning that prepare all students to succeed in employment and to have positive impacts in community

Potential Key Indicators

Total enrolment and total Indigenous enrolment: Headcount enrolment (undergraduate and graduate)

Preliminary target: 50,000 total headcount by fall 2026; 60,000 total headcount by fall 2030 (contingent on provincial funding support)

Student completion rate: Percentage of students who complete their degree within the designated period (four years for undergraduate, five years for Master's, nine years for PhD)

Preliminary target: TBD in conjunction with comparator benchmarking

Graduate employment rate: Percentage of students employed in a field related to their studies two years post-graduation (Graduate Outcomes Survey)

Preliminary target: >90%, with performance benchmarked against other Alberta PSIs

Experiential learning: Students completing experiential learning as part of their program (National Survey of Student Experience)

Benchmarked against U15

Student satisfaction: Overall student-reported satisfaction (National Survey of Student Experience)

Benchmarked against U15

[NOTE: Indicators to be validated through consultation; targets to be set through implementation planning]

Research with Purpose

Research is a cornerstone of our identity. Examples drawn from various disciplines and sectors testify to the global, national and local impact achieved through our research, innovation and creative activities.

In the 1920s, ground-breaking work by the University of Alberta’s Dr. John Collip led to the life-changing discovery of insulin. When John Mcleod and Frederick Banting won the 1923 Nobel Prize, Mcleod shared his award with Dr. Collip – a testament to the global significance of that work. A century later, the U of A is celebrating Nobel laureate Dr. Michael Houghton, who was awarded the 2020 Nobel Prize for his discovery of the Hepatitis C virus. We are a **recognized global leader in health, disease prevention and life-course approaches to care and well-being.**



Around that same time, U of A scientists and engineers were instrumental in developing ways to separate oil from sand, giving rise to an entirely new economic sector for Alberta. Today our **deep and renowned expertise in energy and climate change** has taken on new significance in the face of the global climate emergency and the need for innovative solutions for stable, reliable and sustainable energy sources

Benefiting from the first computing science department in the country, researchers at our institution have made remarkable strides in artificial intelligence and machine learning, such that **our university is now a world leader in AI research.**

When blackleg disease threatened to destroy Canada’s multibillion-dollar canola industry in the 1990s, U of A researchers again rose to the challenge to create the blackleg-resistant Quantum canola strain that helped save an industry and propelled canola to becoming the country’s most valuable crop. The U of A’s **national and global leadership in sustainable agriculture, food security, and animal science** continues to create solutions for resilient food systems that benefit individuals, enterprises, and communities.

Home to Canada’s first Faculty of Native Studies, the U of A is honoured to house generations of leaders and experts in **Indigenous research, community engagement, and relationships**. From half a century’s worth of education and research in Indigenous Teacher Education to the Indigenous-led and place-based research unfolding through the Árramāt Project, research and innovation at the U of A reflect opportunities to build meaningful and respectful relationships and engage with First Nations, Inuit, and Métis peoples.

And our university is a hub for discourse and action on migration, race, intersectionality, decolonization, and poverty. Our researchers achieve critical impact in areas ranging from housing policy and policing to equity in education and refugee settlement, **advancing transformative approaches to addressing social disparities in the 21st century**.

Priority research areas for maximum impact

These examples speak to the proud legacy of high-impact research and creativity across a wide range of disciplines at the U of A – and to the legacy of translating discovery into innovation with impact. These accomplishments are underpinned by the extraordinary and often unsung contributions of staff, students, and postdoctoral fellows.

Our Global Reach and Aspirational Goal

The U of A holds more than **700 agreements and partnerships** with governments, universities, and other organizations in **80+ countries**, including low-to-middle income countries.

We aim to become one of the **top 50** internationally ranked research universities by 2033.

Today, the U of A’s deep disciplinary knowledge is needed more than ever. Many of the challenges we face are global in scale, but they have distinct local impacts. To address them requires deep engagement in our own context but also a global perspective founded on partnership and collaboration with researchers worldwide – global reach with transformational impact at home.

Solutions to these questions require us to leverage our bold new academic structure to enable collaboration across disciplines at a whole new scale, bringing together disparate expertise around shared problems for the benefit of Alberta and the world.

This means advancing high-impact research and innovation across all disciplines while further strengthening what we are best known for within a bold new structure. **In parallel to this strategic plan, a *Strategic Plan for Research and Innovation* is drafted and is seeking broad feedback from the research community.** That work identifies the importance of **defining our priority areas to enhance capacity and multidisciplinary collaboration.** These include **areas of Global Excellence**, where our university has already demonstrated its internationally ranked institutional strength over the past many years; **and areas reflecting Growth**, where we are making major contributions and have the potential to reach global significance in the next ten years.



Energy Solutions	Energy systems, resilience and climate change mitigation
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
Renewing Indigenous Relationships	Indigenous research, community engagement and relationships
Agriculture and Food	Sustainable agriculture, food security and animal science
Reducing Social Disparities	Transformative approaches to social disparities in the 21st century

Source: Strategic Plan for Research & Innovation

In conjunction with a more dynamic and collaborative academic structure, we can make focused, long-term investments in these areas of excellence to foster transformational achievements. We will sustain and increase our investments in the research areas where we have already achieved global recognition, knowing that these are the areas where we are having the greatest research impact worldwide. We will also strategically invest in areas of existing strength that have the potential for global impact in the next five to ten years.

Setting priorities in the Strategic Plan for Research and Innovation does not exclude other areas of scholarly research activity. Instead the goal is to identify areas that highlight significant research and innovation opportunities for our university, and to simultaneously support institutional growth in research and creative activities across all disciplines.

A Global Research and Innovation Leader

We stand among **the world's top research universities**, distinguishing ourselves through our work in areas of global excellence and emerging strength.

We aim to become one of the **top three ranked U15** Canadian universities in annual sponsored revenue by 2033...

...and increase annual sponsored research revenue from **\$550M to \$650 million** over 5 years.

Each of these areas requires us to bring together knowledge and perspectives from across the university. Through the college structure our organization is better equipped to do so than ever before.

Mobilizing research, innovation and creativity for maximum impact

We will undertake deliberate initiatives to **reinforce and enhance our University's overall research, innovation and creative climate**. We will increase our overall success in attracting external research funds and diversify revenues to allow us to invest deliberately to build on our areas of excellence over the long term. We will also examine ways to incentivize and reward all forms of research, innovation, entrepreneurship and creative work to promote greater impact.

We will **embed our commitments under *Braiding Past, Present and Future: Indigenous Strategic Plan* and our commitments to equity, diversity and inclusion in the way we conceive, design and conduct research**. Our practices must reflect our commitments to inclusion and the importance of genuine community engagement and participation.

Our Research and Innovation Ambition

The U of A is a leader of knowledge creation, inspiring solutions to complex challenges of local, provincial, national, and global importance through creativity, research, innovation, and higher education.

We aim to increase **large-scale, multidisciplinary research initiatives that stimulate community-engaged research and impact.**

International partnerships underpin our research and innovation success. Addressing global challenges requires global collaboration. Through **partnerships with international researchers and institutions**, we can amplify our world-leading strengths and achieve transformational impacts for Alberta and the world. And we can grow our profile as a leading research institution, enhancing our ability to attract outstanding talent and innovation to Alberta to bolster our social and economic future.

We will continue to attract and retain leading researchers in their fields, while **developing the next generation of research leaders** by increasing and supporting our graduate students and post-doctoral fellows. This work includes actively **identifying, nurturing and welcoming researchers from historically underrepresented and equity-denied groups**, which will better position our academy to explore issues from a broader lens.

We will also pursue strategic investments to **ensure our high-impact researchers benefit from high-impact research spaces and supports** – including expert staff. We will ensure our impressive array of research facilities, equipment, collections, and resources benefits research and creative activities across all disciplines while supporting our areas of research excellence. We will build the capacity to support and incentivize community-based research.

The result will be an environment that empowers our university's talented researchers and innovators to secure funding, enter into partnerships, engage with communities, capitalize on research opportunities, and undertake impactful work.

What success will look like under Research with Purpose

NOTE: PRIORITIES STEM FROM THE STRATEGIC PLAN FOR RESEARCH AND INNOVATION, DEVELOPED AND UNDER CONSULTATION

- Leadership of large-scale, multidisciplinary research initiatives that stimulate community-engaged research and impact
- A substantially increased share of Tri-Agency and other sponsored research funding nationally
- Demonstrably embedding Indigenous community engagement and valuing Indigenous ways of knowing across our research practices
- Increased representation and research success among researchers from historically underrepresented groups
- Enhanced, highly useful and seamless supports for researchers and innovators
- An increase in the number research publications with high impact, reflected in citations, changes in practice and policy, and other forms of community impact
- Spinoff companies that bring new products and services to the world
- Innovative and flexible research spaces
- Innovations contributing to addressing major social, economic and environmental challenges

Potential Key Indicators

International Ranking: the University of Alberta's overall standing in international rankings of research universities

Preliminary target: among the 50 internationally ranked research universities by 2033

U15 Sponsored Research Ranking: ranking within the U15 in annual sponsored revenue

Preliminary target: top three by 2033.

Annual Sponsored Research Revenue: total annual sponsored research revenue from all sources

Preliminary target: increase from \$550M to \$650 million by 2028

Engagement with Purpose

We have heard from our community that the University of Alberta is a major source of pride for the province and a valued partner. And we have heard opportunities to strengthen our relationships in new and different ways: by becoming more accessible, embracing our role as convenor and leader, and deepening our engagement and partnership with Indigenous communities.

We know our University has an outsized role in the life of this province. In 2021-2022, the total economic impact of the University of Alberta was estimated at \$19.4 billion, representing roughly five percent of Alberta's GDP. For each dollar invested in our University by the provincial government, we generated almost five dollars in return.

We are an extraordinary contributor to the Edmonton region, enhancing culture, quality of life and economic opportunities while serving as a magnet for talent. Our alumni span all parts of the world and are integral to the social, cultural, and economic fabric of our communities.

Beyond our economic importance, our University has been and continues to be a profound influence on the province's social and cultural development. Through the students, faculty, and staff we welcome, to the research and creative activities we pursue, to the graduates we produce, our University helps connect Alberta to the entire country and the broader world. And we are increasingly recognized worldwide for our outsized impact in advancing shared Sustainable Development Goals.



A unique place in the fabric of our communities

While we are an international university, we always acknowledge and honour the special and unique position we have in this province. As Alberta's flagship, we are part of the fabric of our region and province. Our situation on Treaties 6, 7, and 8 and the homelands of the Métis is fundamental to our identity, and **we are deeply committed to building and sustaining relationships of trust, respect, and mutuality with Indigenous communities.**

We have a role as educators of Indigenous students, as researchers with and for communities, as advocates, and as partners with much to learn. And we are committed to **continuing the journey and taking responsibility for our historical role** in sustaining barriers to Indigenous communities' success. We acknowledge that universities played a role in Canada's colonial history, including through research and teaching that devalued Indigenous worldviews, knowledge, and traditions. And we are committed to addressing this legacy and to holding ourselves accountable for doing so.

Campus Saint-Jean, unique in western Canada, is **at the heart of Alberta's Francophone community and a vital partner in French-language education** across many fields, preparing students for extraordinary careers here and abroad. Augustana Campus in Camrose helps ensure that the University remains strongly **embedded in rural Alberta**, offering students a unique educational experience and training a workforce that will help all Alberta communities thrive.

Our knowledge, networks and expertise can be of deeper and more meaningful service to Albertans. To this end, we will engage with the broader community more purposefully.

A leader and convenor with communities

We will take a leading role in confronting issues of importance to communities across Alberta — such as energizing and diversifying economic development, improving health care delivery, reducing poverty, addressing community safety, and enhancing sustainability. We will **proactively engage with an array of private, public and non-profit partners and with Indigenous communities to identify how our University can best advance the quality of life for all Albertans.**

Through more meaningful dialogue with industry, we will seek to leverage our University's educational and research activities to enrich students' experiences while giving our province a competitive edge. We will **build stronger bridges between our research enterprise and the business community and invest purposefully in translating innovation into economic impact.** We will ensure that we understand and respond to the evolving needs of our communities. And we will **incentivize this kind of collaboration** for our researchers and teachers.

Our global connectedness is key to delivering on this commitment. Through international partnerships and engagement, we **bring global knowledge to bear on local challenges and opportunities**. We also help our local partners in industry and community achieve global scale and impact.

Streamlining access for partners and communities

Building on our organizational transformation, we will **streamline access to the university for our current and future partners**. We will be more transparent and facilitate an open door **for those who want to partner with us**. Our leaders and researchers will be visible in the community, engaging with civic and industry organizations at all levels. We will **build capacity for our faculty, staff, and students to do Indigenous community-engaged research**. We will **simplify access for communities to identify their needs and to connect with researchers**. And we will create ways to support and incentivize our people to do that valuable work.

We will sustain our strong commitment to a diverse, multi-campus environment, embracing the role that Campus Saint-Jean and Augustana play in their respective communities.

Recognizing that our campuses are major contributors to the cultural fabric of their communities, we will **continue to support access to our facilities, events, and activities for the public**. We will be open, vibrant neighbours, and we will continue to strive to make our campuses a welcoming, accessible, and inclusive environment. We will embrace and strengthen our role as an inclusive place for Indigenous faculty, staff, students, and community. We will **sustain our strong commitment to a diverse, multi-campus environment, embracing the role that Campus Saint-Jean and Augustana play in their respective communities**. We will create more opportunities for all students to experience education at Campus Saint-Jean and at Augustana. We will ensure that members of all campuses are fully embraced within the university community, reflected in our decision-making.

Our hallmark of success will be the quality of our relationships and their productivity in realizing goals that benefit everyone.



What success will look like under Engagement with Purpose

- Enhanced relationships and partnerships with First Nations and Métis communities within Alberta
- Deeper integration between our University and the business community, reflected in new partnerships and demonstrable economic impact
- Increase in Indigenous community-engaged research, responsive to community needs
- Higher recognition of our University with national and international audiences
- Leadership on initiatives regarding social and economic development through exercising our role as a broker, facilitator, and convenor of diverse stakeholders and interests
- Strategic partnerships, locally and internationally, to contribute to UN Sustainable Development Goals

Potential Key Indicators

Impact ranking: University of Alberta's international ranking in advancing Sustainable Development Goals.

Preliminary target: TBD (currently ranked 11th globally)

Relationships with business community: increase in the value of partnerships annually.

Preliminary target: TBD

National and international reputation: various measurement approaches under consideration.

Experiential learning: Students completing experiential learning as part of their program (National Survey of Student Experience) (also noted under Education with Purpose)

Benchmarked against U15

[NOTE: Indicators to be validated through consultation; targets to be set through implementation planning]

Moving forward

As a leading comprehensive research university, we are excited about tomorrow. The bold transformation undertaken by our institution leads the way for the rest of Canada and positions us to do things fundamentally differently going forward. We are eager to transcend boundaries, create new, more flexible ways of working together, and foster collaboration at a transformational scale.

This plan charts a course for the University of Alberta to rise to the next level in impact and stature. Although rankings are not the only measure of our worth, global aspirations are essential to attracting and retaining outstanding faculty, staff, and students. This plan positions us to become one of the top 3 universities in Canada, and among the top 50 universities in the world.

Emboldened with meaningful purpose, and enriched by talented people, and committed to building a thriving culture, our University is ready to generate maximum impact on the world around us.

But how we get there is essential. We will do so in a spirit of enduring relationship with Indigenous partners and with all the communities we serve, within and beyond the University. Impact is not something we do for communities. It is something we achieve together.

Delivering on that promise — living up to that purpose — will require diligent and considered actions in line with this strategic plan. These will be identified and pursued through a series of implementation plans that are created alongside students, faculty, staff, partners and supporters of our University. And our implementation work will reflect and integrate Braiding Past, Present, and Future: Indigenous Strategic Plan, which provides a roadmap to ensuring our work on Indigenization and decolonization is embedded across the institution.

As we take those next steps together, we are committed to helping solve the world's toughest challenges. We are committed to advancing the education of Albertans to create an inclusive and enterprising province, in partnership with thriving Indigenous communities. And we are committed to improving the quality of life in Alberta, Canada, and beyond — continuing our legacy of uplifting the whole people.

In all we do, we are committed to making a difference as never before.

As one university working together, we are committed to Leading with Purpose.

Leading with Purpose.



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