



UNIVERSITY
OF ALBERTA

What We Heard:

Faculty of Education Strategic Planning & Consultation Process



Overview of Strategic Plan Development

All Together: Faculty of Education Integrated Strategic Plan 2026-2031 was drafted through five phases of consultation and revision.

Phase One: Faculty-Wide Consultation & Input

In the first phase, a consultation session was held at our Faculty Retreat on August 27th, 2025. During this session, members of our Faculty (academic faculty members, academic teaching staff, and administrative staff) were invited to provide input on three key areas of strategic planning: Values, Strategic Directions, and Vision. To support meaningful engagement, definitions and guiding prompts were provided to establish a shared understanding of each strategic element. For additional context, we encourage you to (re)visit the retreat [slide deck](#).

To broaden participation, an online form was circulated following the retreat, allowing those who were unable to attend—and those who wished to add further reflections—to contribute.

The input from this phase formed the foundation for developing draft statements for the Faculty's Values, Strategic Directions, and Vision.

Phase Two: Drafting & Refinement

In the second phase, the [Strategic Planning Steering Committee](#) compiled and analyzed the input received during phase one. Through a process of review and refinement, the Strategic Planning Steering Committee:

- Generated preliminary Values, Strategic Directions, and Vision Statements
- Ensured alignment with broader institutional strategic plans
- Utilized AI tools to support synthesis—helping to identify cohesion across and through strategic elements, highlight common themes, and refine the draft statements

At the conclusion of this phase, draft Values, Strategic Directions, and Vision Statements were completed.

Phase Three: Validation & Feedback

In this phase, the Steering Committee shared a [document](#) with the Faculty, which included the draft Values, Strategic Directions, and Vision Statements developed in the first two phases.

The goal of this phase was to **review** the draft statements, gather **feedback** to ensure they reflect the Faculty's identity, core commitments, and collective aspirations, and identify any necessary refinements.

Members of the Faculty were invited to join one of three virtual consultation sessions (October 14, 15, and 24). During each of the sessions, participants were invited to reflect on and discuss the following guiding questions for each draft strategic element:

- **Values:** *How do these value statements resonate with you?*
- **Strategic Directions:** *How do these strategic directions resonate with you? What are some other ways you can envision the Faculty moving toward these strategic directions?*
- **Vision Statements:** *How does this category and/or vision statement resonate with you?*

Participants

A total of 18 individuals participated in the virtual consultation sessions held in October 2025. Participants represented a range of roles within the Faculty, including: 9 Academic Faculty Members, 2 Academic Teaching Staff, 3 Administrative/Professional Staff, and 4 Students.

To expand engagement and to accommodate those unable to attend the scheduled sessions, additional feedback mechanisms were offered. These included:

- A follow-up Google Form, completed by 8 participants, allowing individuals to share feedback or expand on ideas raised during the sessions;
- Individual email submissions from 10 participants; and
- Four individual meetings, which provided space for more detailed discussion and clarification.

What We Heard

This section provides an overview of the feedback gathered during phase three of the consultation process. Drawing on insights shared through virtual consultation sessions, written submissions, individual emails, and follow-up meetings, the table below highlights key themes raised by members of the Faculty. The purpose of this section is to highlight the prominent feedback that emerged and to illustrate how these perspectives informed refinement of the draft Values, Strategic Directions, and Vision Statements. Table 1 summarizes overall feedback on the draft strategic plan (Values, Strategic Directions, and Vision Statements).

Table 1. Overall Feedback: Draft Strategic Plan

Theme	Key Points
1. Research, Scholarship, & Excellence	Plan underplays research identity and academic excellence; needs stronger emphasis on scholarship, graduate excellence, and innovation; highlight U of A's research stature.
2. Clarity, Focus, & Usability	Plan feels vague, repetitive, and lacks distinct focus; needs clear, usable, and actionable directions; should highlight impact and address future challenges, funding, and resources.
3. Faculty Identity	Overemphasis on social/moral imperatives is diluting academic and disciplinary identity; need to re-anchor in educational, scholarly, and professional excellence; balance social justice with academic goals.
4. Teaching & Teacher Education	Teaching and teacher education must be explicitly named and elevated; concern that teacher education feels secondary; address teacher well-being, retention, and public perceptions of the profession.
5. Student & Learning Experience	Student experience not fully reflected; need greater focus on student success, mentorship, and graduate student excellence.
6. Balance, Boldness, & Advocacy	Plan should be bold and assert the Faculty's value and impact; promote recognition within the university and society; balance advocacy with academic rigor.

Phase Four: Revised Draft Strategic Plan

Phase four focused on revising and strengthening the draft Strategic Plan based on feedback collected during phase three. Input from these broad Faculty consultations was carefully reviewed and intentionally integrated to produce a revised draft that better reflects the Faculty's priorities and aspirations. At the conclusion of this phase, draft Values, Commitments, and Strategic Priorities were completed.

Phase Five: Targeted Feedback

In phase five, Dr. Lauren Sulz, Chair of the Strategic Plan Steering Committee, and committee members met with specific Faculty groups to gather targeted feedback on the phase four draft. These consultations were designed to deepen engagement with key Faculty members, program areas, leadership, and support units, and to ensure that the plan reflected operational, academic, and program-specific considerations. Participants were asked to review either the entire plan or the strategic directions most relevant to their area.

Groups consulted included:

- Members involved in Undergraduate Programs
- Education Student Services staff
- Members involved in Graduate Programs
- ATEP representatives
- PLU representatives
- Vice Deans
- Members of Dean's Advisory Committee
- Consultations with the Dean

Feedback from these groups provided important insights related to program delivery, student experience, research priorities, graduate education, governance, and implementation considerations, and helped identify areas requiring further clarification, alignment, or refinement.

Subsequent revisions reflect a more cohesive, responsive, relevant, and actionable Strategic Plan, grounded in extensive consultation and collective input from across the Faculty.

Phase Six: Faculty Feedback

The completed draft of *All Together* was shared and members of the Faculty were invited to provide feedback. A total of 20 participants offered reflections via Google form and email. Key revisions include adding "Adaptive" to the title, a statement on non-hierarchical strategic priorities, and an increased focus on graduate studies. The updated version of *All Together* was brought to and subsequently endorsed by Education Faculty Council on May 26, 2026.

Mapping the Evolution of *All Together*: Strategic Revisions & Rationale

All Together: Faculty of Education Integrated Strategic Plan 2026-2031, has evolved significantly through our consultation process. To help our Faculty community understand why these changes were made, the tables below map this evolution, highlighting the key sources that informed our revisions and illustrating the collective input that shaped the plan. These decisions were driven by a triangulation of institutional strategic priorities, stakeholder consultation (students, staff, faculty, leadership, operational units), and the current context of the Faculty. While this is not an exhaustive record of all feedback received or decisions made, it serves to demonstrate the strong institutional integration and rationale behind our strategic choices.

Navigating the Alignment Tables:

To ensure this document remains focused and streamlined, our alignment with broader institutional strategic plans is mapped at a high level. Rather than providing exhaustive page numbers or line-by-line cross-references, we have highlighted the broad institutional concepts that anchor our Faculty's revised elements. This high-level institutional alignment is then paired alongside the specific, on-the-ground feedback gathered from our Faculty community, demonstrating how both overarching institutional directions and localized Faculty voices shaped the final draft.

***Note:** *Institutional strategic plans are hyperlinked at their first mention in the tables.*

Values	
Community	
Institutional Strategic Plan	Feedback / Faculty Context
Shape: The University Strategic Plan - Core Commitment: Collaboration Igniting Purpose: The Student Experience Action Plan - Relationships, Connection and Belonging Matter Forward Together: The University of Alberta People Strategy - Creating Connection	Feedback from Consultations: - Community, partners, collaboration, relationships, and trust were identified as core values - Example feedback: <i>Safe, welcoming, and affirming community</i> <i>Encouraging community</i>
mâmahwohkamâtowin (Working Cooperatively)	
Institutional Strategic Plan	Feedback / Faculty Context
Shape: The University Strategic Plan - Core Commitment: Collaboration Igniting Purpose: The Student Experience Action Plan - Relationships, Connection and Belonging Matter Forward Together: U of A People Strategy - Creating Connection Braiding Past, Present and Future: University of Alberta Indigenous Strategic Plan - Indigenous-centred policy, protocol and praxis	Feedback from Consultations: - mâmahwohkamâtowin, respect, collaboration, cooperation, relationality, and interconnectedness were identified as core values - Example feedback: <i>Is there a reason why the Cree value of mâmahwohkamâtowin is not mentioned as a key value, given that it was key as the working groups collaborated to create the new faculty structure? I would like to see this as a core, central value</i> <i>Relationality grounded in love, compassion, care, kindness, & respect with integrity and humility</i>
Integrity	

Institutional Strategic Plan	Feedback / Faculty Context
Shape: The University Strategic Plan - Core Commitment: Equity, Diversity and Inclusion Changing the Story - Supporting Uncomfortable Encounters	<u>Feedback from Consultations:</u> - Integrity and courage were identified as core values - Example feedback: <i>Courage to speak even if disagree or unpopular opinion; openness to accept opposing opinions</i> <i>Academic freedom to be made more of a priority in these value statements</i>
Intellectual Curiosity	
Institutional Strategic Plan	Feedback / Faculty Context
Shape: The University Strategic Plan - Core Commitment: Creativity Changing the Story - Telling a Different Story - Engaging our Critical Consciousness	<u>Feedback from Consultations:</u> - Curiosity and critical thinking were identified as core values - Example feedback: <i>This is the heart of any university/faculty</i> <i>I think this one resonates with our values as we want to highlight research and truly commit to enhancing innovation/intellectual exploration</i>
Wholistic Well-Being	
Institutional Strategic Plan	Feedback / Faculty Context
Shape: The University Strategic Plan - Core Commitment: Safety Igniting Purpose: The Student Experience Action Plan - Creating Safe, Accessible and Connected Campuses Forward Together: The University of Alberta People Strategy - Prioritizing Health and Well-being	<u>Feedback from Consultations:</u> - Empathy, well-being, wellness, and physical/mental/spiritual health were identified as core values. - Example feedback: <i>This value honors the whole student/person, as it is not just about intellectual growth</i> <i>Vital for students, staff, and faculty</i> Education for the Public Good: Final Report

	• Very few achievements focused on “Maximizing and sustaining support for students, faculty, and staff health and well-being.” <u>Progress Review on Education for the Public Good: Perspectives & Insights:</u> • The Respectful Relations, Health & Wellbeing priority showed the most limited progress, with six out of seven objectives receiving 50% or more respondents indicating they were still in progress or making little progress. Limited progress was noted in <i>maximizing and sustaining support for the health and well-being of students, faculty, and staff</i> (59.8%).
--	---

Commitments	
Educational Excellence	
Institutional Strategic Plan	Feedback / Faculty Context
Shape: The University Strategic Plan • Education with purpose - The Transformational Impacts Igniting Purpose: The Student Experience Action Plan • Prioritizing Student Success Changing the Story • Enhancing Expansive Excellence	<u>Feedback from Consultations:</u> • Employability of graduates, knowledge dexterity, innovative teaching, student experience, rigor, professional learning, visionary, and highest quality instruction were identified as areas of importance. • Example feedback: ○ <i>[we are responsible for preparing excellent teachers]</i> ○ <i>Missing is a commitment to excellence</i>
Research and Scholarly Impact	
Institutional Strategic Plan	Feedback / Faculty Context

Shape: The University Strategic Plan - Research With Purpose - The Transformational Impacts Forward with Purpose: A Strategic Plan for Research and Innovation - Our Research and Innovation Ambition	<u>Feedback from Consultations:</u> - Scholarship, research, knowledge mobilization, innovation, rigor, creativity, and inquiry-focused were identified as areas of importance. - Example feedback: <i>Identity as a top, research-intensive institution needs highlighting</i> <i>Scholarship and research not clearly emphasized; missing graduate student excellence</i> <i>We need to...continue to emphasize excellence, innovation, scholarly impact, and research leadership</i>
Mutual Flourishing	
Institutional Strategic Plan	Feedback / Faculty Context
Shape: The University Strategic Plan - Core Commitment: Equity, Diversity and Inclusion Igniting Purpose: The Student Experience Action Plan - Creating Safe, Accessible and Connected Campuses - Supporting Transitions Into and Out of Study Changing the Story - Enhancing Expansive Excellence - Ensuring Access to Academic and Community Life	<u>Feedback from Consultations:</u> - Equity, inclusivity, mutual flourishing, uplifting each other, and support were identified as areas of importance. - Example feedback: <i>Commitment to ensuring the communities can thrive</i> <i>Culture of inclusion and belonging that values wellbeing</i> <u>Progress Review on Education for the Public Good: Perspectives & Insights:</u> 58.9% of respondents indicated fostering student belonging and community remained 'in progress' or showed 'little progress.'
Right Relations	
Institutional Strategic Plan	Feedback / Faculty Context

Shape: The University Strategic Plan - Core Commitment: Indigenization and Decolonization Igniting Purpose: The Student Experience Action Plan - Commitment to Indigenous Worldview Changing the Story - Honouring Lands and Relations Braiding Past, Present and Future: University of Alberta Indigenous Strategic Plan - University of Alberta community participation in reconciliation	<u>Feedback from Consultations:</u> - Honouring Treaties, humility, cultural humility, and relationality were identified as areas of importance. - Example feedback: <i>Faculty of Education honours Treaties in their fullness (suggested vision)</i> <i>Collaboration with Indigenous communities (Elders, students, teachers, etc.)</i> <u>Progress Review on Education for the Public Good: Perspectives & Insights:</u> 43.7% of respondents indicated 'little progress' to 'in progress' regarding the facilitation of ethical indigenous community collaboration
Responsiveness	
Institutional Strategic Plan	Feedback / Faculty Context
Shape: The University Strategic Plan - Core Commitment: Creativity Igniting Purpose: The Student Experience Action Plan - Enabling Academic Agency and Flexibility	<u>Feedback from Consultations:</u> - Responsiveness, transformation, innovation, accountability, receptive, dynamic, responsive to needs, and interconnectedness with the field were all identified as areas of importance. - Example feedback: <i>Responsive to changing needs/realities/circumstances in a dynamic world</i> <i>Building student resilience in response to local, national, and global culture/demands/influences/issues</i>

Strategic Priorities	
People and Culture	
Institutional Strategic Plan	Feedback / Faculty Context
Forward Together: The University of Alberta People Strategy • Creating Connection • Prioritizing Health and Well-being Changing the Story • Nurturing Transformative Collaborations A Culture of Care: University of Alberta's Safety Action Plan • Buy-in and Organizational Alignment	<u>Feedback from Consultations:</u> • Care, empathy, well-being, retention, and recognition identified as areas of importance. • Example feedback: ◦ <i>Culture of inclusion and belonging that values wellbeing</i> ◦ <i>Building community and connections</i> <u>Progress Review on Education for the Public Good: Perspectives & Insights:</u> • respondents perceived efforts to support mentoring and professional development to enhance teaching and learning as either making 'little progress' or still 'in progress.' • Respectful Relations, Health & Wellbeing priority showed the most limited progress
Research and Mobilization	
Institutional Strategic Plan	Feedback / Faculty Context
Shape: The University Strategic Plan • Research With Purpose - The Transformational Impacts Forward with Purpose: A Strategic Plan for Research and Innovation • Focus on People and Nurturing Talented Researchers • Enhance the University of Alberta's Global Research and Innovation Leadership Forward Together: The University of Alberta People Strategy	<u>Feedback from Consultations:</u> • Research, innovation, and research leadership were identified as priorities. • Example feedback: ◦ <i>Identity as a top, research-intensive institution needs highlighting</i> ◦ <i>Research that is relevant to Indigenous peoples</i>

- Enabling and Empowering Our People Braiding Past, Present and Future: University of Alberta Indigenous Strategic Plan - Ethical research engagement: Indigenous nations, Peoples, lands and knowledge systems - Indigenous-led research capacity development	<u>Progress Review on Education for the Public Good: Perspectives & Insights:</u> The Knowledge Creation, Mobilization & Engagement strategic priority showed limited perceived progress on two of its seven objectives: <i>enhancing research communication</i> and <i>knowledge mobilization</i> (50.0%), and <i>supporting Indigenous research engagement</i> (50.0%).
Indigenous Educational Sovereignty and Relational Accountability	
Institutional Strategic Plan	Feedback / Faculty Context
Igniting Purpose: The Student Experience Action Plan - Creating Safe, Accessible and Connected Campuses - Supporting Transitions Into and Out of Study Changing the Story - Nurturing Transformative Collaborations Braiding Past, Present and Future: University of Alberta Indigenous Strategic Plan - Self-Determination - Sovereignty - Inclusivity - Indigenous students: recruitment, retention and completion - Indigenous student attainment: tackling barriers	This Strategic Priority was developed through direct consultation and co-creation with ATEP <u>Feedback from Consultations:</u> - Indigenous sovereignty, Indigenous-led research, collaboration with Indigenous communities, and opportunities for Indigenous students were identified as priorities. - Example feedback: <i>We should be explicitly naming our commitment to fostering belonging for Indigenous peoples</i> <i>Collaboration with Indigenous communities (Elders, students, teachers, etc.)</i>
Teaching and Learning	
Institutional Strategic Plan	Feedback / Faculty Context
Shape: The University Strategic Plan - Education With Purpose - The Transformational Impacts - Core Commitment: Creativity Forward Together: The University of Alberta People Strategy - Enabling and Empowering Our People	<u>Feedback from Consultations:</u> - Innovative teaching, teaching excellence, teacher preparation, classroom complexities, and support for instructors were identified as priorities. - Example feedback:

	○ <i>We want both our students and our faculty members to strive for research and teaching excellence</i> ○ <i>Promoting resiliency and self-efficacy</i> <u>Progress Review on Education for the Public Good: Perspectives & Insights:</u> ● The Transformative Teaching, Learning, & Leading strategic priority showed limited perceived progress on several of its objectives.
Student Success and Experience	
Institutional Strategic Plan	Feedback / Faculty Context
Shape: The University Strategic Plan ● Education With Purpose - The Transformational Impacts Igniting Purpose: The Student Experience Action Plan ● Enabling Academic Agency and Flexibility ● Fostering a student-centred learning environment ● Prioritizing Student Success Changing the Story ● Enhancing Expansive Excellence	This Strategic Priority was developed through direct consultation and co-creation with Education Student Services. <u>Feedback from Consultations:</u> ● Student experience, student needs, resilience, community, and well-being were identified as priorities. ● Example feedback: ○ <i>Students and faculty need tools and skills to have the confidence to navigate their roles in the future</i> ○ <i>Meet the evolving needs of students</i>
Leadership	
Institutional Strategic Plan	Feedback / Faculty Context
Shape: The University Strategic Plan ● Engagement With Purpose - The Transformational Impacts Forward Together: The University of Alberta People Strategy ● Outstanding Leadership in an Environment of Shared Responsibility	<u>Feedback from Consultations:</u> ● Leadership, mentorship, equity, transformative social contributions, and advocacy were identified as priorities. ● Example feedback: ○ <i>...leadership not emphasized</i> ○ <i>We should be known as leaders in innovative curriculum and pedagogy. And known as experts in this area –</i>

	<i>across campus, across the province, and around the world.</i>
Sustainable and Responsible Stewardship	
Institutional Strategic Plan	Feedback / Faculty Context
Shape: The University Strategic Plan - Core Commitment: Sustainability - Student Growth Targets Forward with Purpose: A Strategic Plan for Research and Innovation - Focus on People and Nurturing Talented Researchers Built for Purpose: The University's Strategic Campus Plan - Purpose	<u>Feedback from Consultations:</u> - Sustainability, staff retention, efficacy, efficiency, and transparency were identified as priorities. - Example feedback: <i>Critical current and future issues are missing [funding and resources]</i> <i>We need revenue generation and [a plan for growth]</i> <u>Progress Review on Education for the Public Good: Perspectives & Insights:</u> - Compared to other strategic priorities, there was limited reported progress on the objectives within Faculty Structures, Processes & Resources. A notable proportion of respondents indicated they were 'unable to evaluate' several objectives.