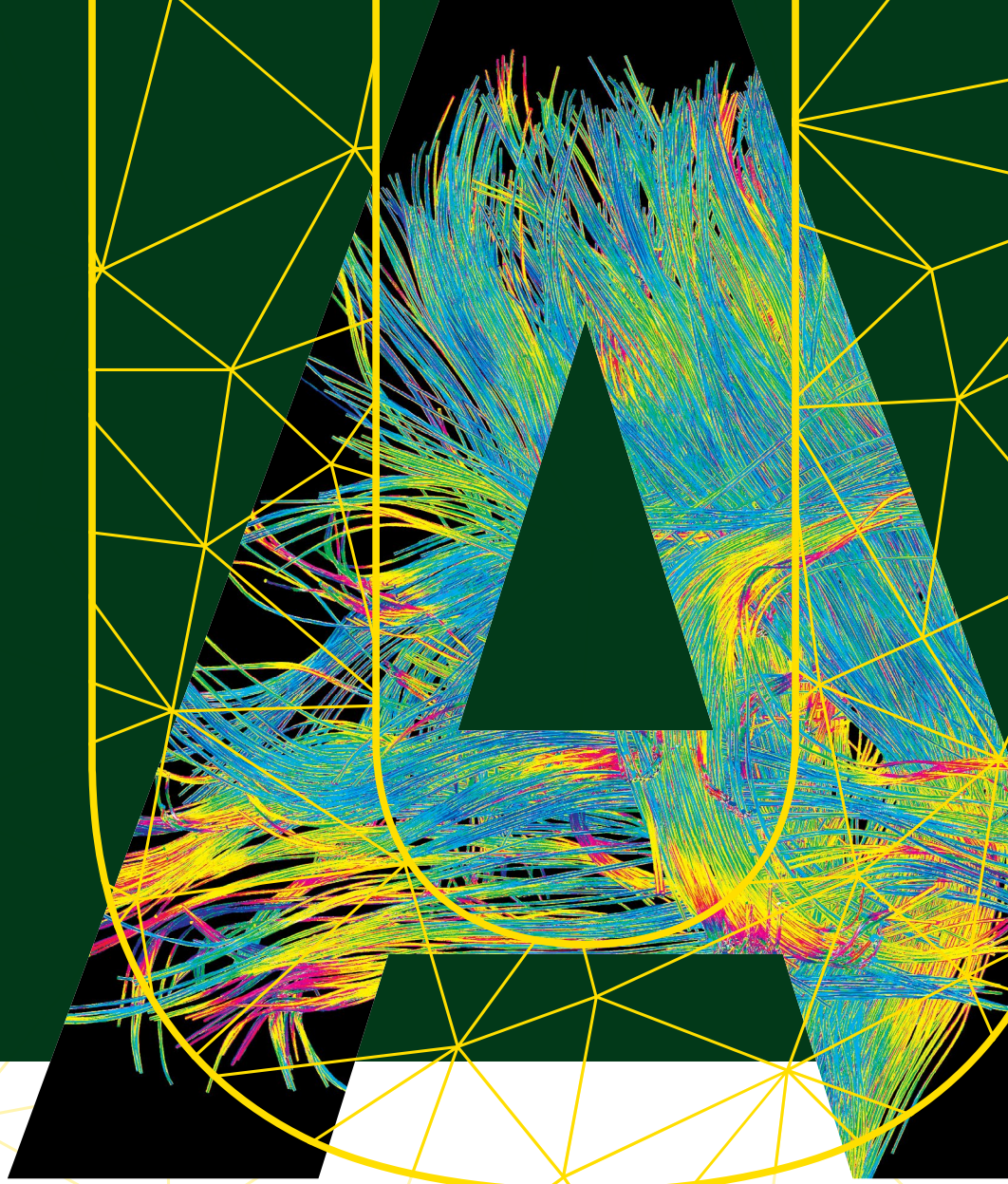




UNIVERSITY  
OF ALBERTA



# **Engagement with Purpose:**

## Integrated Action Plan

MARCH 2026

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An aerial photograph of the University of Alberta campus, showing several large, modern and traditional brick buildings with flat roofs. The buildings are interspersed with green lawns, trees, and paved walkways. The scene is captured from a high angle, providing a comprehensive view of the university's architecture and landscaping.

**At the University of Alberta, community engagement is a core activity that occurs across faculties, colleges and administrative portfolios. To co-ordinate and support this work, the university has developed *Engagement with Purpose*, a comprehensive and integrated community engagement action plan.**

Guided by the Shape **three-year implementation plan** and collecting activities from across the university, *Engagement with Purpose* focuses on deepening partnerships and engagement with communities and industry and on taking a leading role in addressing issues of importance to communities across Alberta. It is through these partnerships and engagements that we translate our work into greater impact through community and industry-engaged research and innovation, knowledge sharing and experiential learning. Meanwhile, the integrated action plan seeks to make it more accessible and engaging for community partners to connect with the university.

Together, engaged with our community and industry collaborators, the University of Alberta continues to lead with purpose.

# Leading With Purpose: A Message from the Vice President (External Relations)

**At the University of Alberta, we believe that our greatest impact happens when we work together. Whether it's through groundbreaking research, innovative industry partnerships or hands-on experiential learning, our mission is woven into the communities we serve.**

This **Engagement with Purpose Action Plan** is a comprehensive and integrated plan designed to make the university more accessible, responsive, and deeply connected to our partners across Alberta and the world. It is our roadmap for *how* we engage and collaborate. Guided by our strategic plan, *Shape: A Strategic Plan of Impact*, we are focusing on four key pillars:

- **Coordinating our efforts:** Creating a unified, university-wide approach to community engagement.
- **Deepening connections:** Increasing the value and volume of our industry and community partnerships.
- **Rewarding engagement:** Supporting our faculty and staff in prioritizing community-engaged work.
- **Thinking globally:** Renewing our international strategy and advancing Sustainable Development Goals.

By streamlining how we collaborate and setting clear targets for success, we aren't just sharing knowledge — we are solving real-world problems and bringing academic knowledge to bear alongside our neighbours. I invite you to explore this plan and join us as we continue to lead with purpose.

**Elan MacDonald**  
Vice-President (External Relations)

# Shape Three-Year Implementation Plan

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

## Key Indicators

| SHAPE KEY INDICATOR          | BASELINE                         | 3-YEAR TARGET                       | 10-YEAR TARGET (DEFINED IN SHAPE)   |
|------------------------------|----------------------------------|-------------------------------------|-------------------------------------|
| Annual Value of Partnerships | \$113 million                    | \$123 million                       | \$153 million                       |
| Impact Ranking               | THE Impact – 7th internationally | THE Impact – top 10 internationally | THE Impact – top 10 internationally |



# 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 as well as our success in becoming a more accessible, responsive and strategic partner.

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

- Enhanced co-ordination 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 (Faculty Evaluation Committee) standards to incentivize and reward community-engaged activity.
- Better positioning Centres and 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).

**The three-year implementation plan sets out an action plan to implement Shape, anchored in a set of key indicators and targets that reflect our ambitions across our academic mission.**

# Engagement with Purpose Action Plan

## Integrated university-wide community engagement plan

### Development of integrated community engagement plan

#### Shape Implementation Plan

| 2023/24                       | 2024/25                                            | 2025/26                                            |
|-------------------------------|----------------------------------------------------|----------------------------------------------------|
| Launch of development process | Completion of integrated action plan (actions TBD) | Implementation and initial reporting (actions TBD) |

#### Action Plan:

| 2023/24                                                                                                                      |                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| Launch Engagement with Purpose Steering Committee and formulate foundational documents (terms of reference, work plan, etc.) | November 2024                                                                           |
| Complete year three of the <b>Community Engagement Consultation plan</b>                                                     | Spring 2024                                                                             |
| 2024/25                                                                                                                      |                                                                                         |
| Development of integrated Action Plan (Engagement with Purpose)                                                              | June 2025 – Draft action plan complete<br>Fall 2025 – Action plan final approval        |
| Report on initial achievements                                                                                               | June 2025 – Report to the Community                                                     |
| 2025/26                                                                                                                      |                                                                                         |
| Implementation of integrated Action Plan                                                                                     | Implementation ongoing                                                                  |
| Report on Action Plan (with new Engagement with Purpose website that resides under the VPER page)                            | June 2025 – Report released (stored in VPER website under ABOUT until EwP is built out) |

# High-impact outreach to deepen community, partner and industry connections to the University of Alberta

## Shape Implementation Plan

| 2023/24                                                                                                                                    | 2024/25                                                                                                                                     | 2025/26                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|
| Ongoing outreach to key partners, including alumni, donors, industry and associations, community organizations and the general communities | Report on initial achievements.                                                                                                             | Implement year 1 of the new engagement strategy |
| Implement year 1 of the new engagement strategy                                                                                            | 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 |                                                 |

# External partner/industry connections to the University of Alberta

## Shape Implementation Plan

| 2023/24                                                                    | 2024/25                                                                           | 2025/26                                                                    |
|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| Connect with over 300 industry (domestic and int'l) and community partners | Connect with over 400 industry (domestic and int'l) and <b>community partners</b> | Connect with over 500 industry (domestic and int'l) and community partners |

## Action Plan:

| 2023/24                                                                                                                                                                                                       |                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|
| Maintain a speakers bureau of U of A experts who are available to speak and engage with the community on a range of topics                                                                                    | Ongoing                                                          |
| Host awards ceremonies that recognize the real-world impacts of the U of A, our alumni and our community partners (e.g., Community Connection Awards, Alumni Awards, Canadian Business Leader Award, etc.)    | Annually                                                         |
| Develop pan-institutional initiatives that provide high-impact opportunities for sustained engagement with the U of A (e.g., PRAIRIE Hub for Pandemic Preparedness, Canadian Net-Zero Energy Solutions, etc.) | Ongoing                                                          |
| Identify specific opportunities to engage regional mayors, Edmonton City Council and other municipalities on initiatives based on shared priorities                                                           | Ongoing                                                          |
| Engage community groups and civic institutions (including public libraries, museums, science centres, etc.) to help U of A experts share their knowledge and expertise                                        | Ongoing                                                          |
| Identify college- and faculty-specific opportunities and priorities to engage with organizations around areas of shared interest                                                                              | Ongoing                                                          |
| 2024/25                                                                                                                                                                                                       |                                                                  |
| Development and launch of Calgary Strategy that continues to grow the U of A's position in the Calgary market                                                                                                 | Late 2024/Early 2025                                             |
| Develop the Network of Connectors initiative to put a spotlight on U of A community and industry engagement and provide insights to improve community engagement                                              | Summer 2025 – Soft launch of initiative, 25 confirmed Connectors |
| Host a series of Connectors Events that demonstrates the value and impact of partnerships by featuring a U of A expert in conversation with one of their community partners                                   | Fall 2025 – Event series launched Oct. 16, 2025                  |
| 2025/26                                                                                                                                                                                                       |                                                                  |
| Through the Network of Connectors initiative, develop actionable recommendations and insights to help U of A experts better engage with community and industry partners                                       | Summer 2026                                                      |

Brand initiative

Shape Implementation Plan

| 2023/24                                                                             | 2024/25                                                                                                                                                    | 2025/26                                                         |
|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| 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 |

Action Plan:

| 2023/24                                                                                                                                            |                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
| Conceive of, plan and produce assets for a university-level brand campaign focused on the strategic pillars in Shape.                              | Early 2024 – Campaign Launch            |
| 2024/25                                                                                                                                            |                                         |
| Campaign Phase 1 is in market, focusing on our research strength and organically incorporating the Green and Gold movement for students and alumni | Ongoing                                 |
| Launch Campaign Phase 2, extending the focus to students working together with researchers                                                         | Fall 2025                               |
| 2025/26                                                                                                                                            |                                         |
| Develop plans for Campaign Phase 3, which is expected to focus on engagement; plans to consider how the campaign can be extended internationally   | Early 2026                              |
| Launch of Campaign Phase 3                                                                                                                         | Summer 2026 (tentative based on budget) |

# Enhanced university-wide commitment to community engagement

## Review FEC standards

### Shape Implementation Plan

| 2023/24                                                                                                          | 2024/25                                                          | 2025/26                  |
|------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|--------------------------|
| 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 |

### Action Plan:

| 2024/25                                                                                                                                                                                                                                  |             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Establish Network of Connectors Initiative to highlight exemplars in community collaboration and draw new insights to improve future collaborative pathways                                                                              | Summer 2025 |
| 2025/26                                                                                                                                                                                                                                  |             |
| Identify next steps to support review of Faculty Standards to enhance recognition for community engagement work where consistent with faculty priorities (potentially including development of guidelines or tools for standards review) | Timing TBC  |
| Through the Network of Connectors Initiative, develop actionable recommendations and insights to help U of A experts better engage with community and industry partners                                                                  | Summer 2026 |

## Centres and Institutes Task Force Recommendations

### Shape Implementation Plan

| 2023/24                                                                                                                                                                                                             | 2024/25                                                       | 2025/26                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|------------------------------------------------------------------|
| Finalize recommendations of the Centres and Institutes Advisory 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 |

### Action Plan:

| 2023/24                                                                                                                                                                                |                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| Create Centres and Institutes Advisory Task Force to develop a series of recommendations to be implemented                                                                             | Late 2023/Early 2024 |
| Publication of the Centres and Institutes Advisory Task Force Report                                                                                                                   | April 2024           |
| 2024/25                                                                                                                                                                                |                      |
| Work with the Vice-Provost (Indigenous Programming and Research) to develop an Indigenous consultation mechanism with respect to proposed Centres and Institutes                       | Late 2024/Early 2025 |
| 2025/26                                                                                                                                                                                |                      |
| Begin implementation of the recommendations of the Centres and Institutes Advisory Task Force report, including the launch of the reconstituted Centres and Institutes Committee (CIC) | Summer/Fall 2025     |
| Launch the reconstituted Centres and Institutes Committee (CIC).                                                                                                                       | Summer/Fall 2025     |

## Fundraising to support key priorities

### Shape Implementation Plan

| 2023/24                                                                                  | 2024/25                                                                                                     | 2025/26                                                                                       |
|------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| Innovation Fund launched with \$5M raised in donations                                   | Raise annual fundraising goal \$TBD                                                                         | Raise annual fundraising goal.                                                                |
| Advance the quiet phase of Student Success Campaign toward public launch and raise \$30M | Publicly launch the student success campaign in the fall of 2024 (2-year public campaign).                  | Advance and report on student success campaign toward raising \$100M goal (TBC) by fall 2026. |
| Raise annual fundraising goal: \$140M                                                    | Advance and report on student success campaign and raise \$65M campaign cumulative total toward \$100M goal | Create a plan to launch a comprehensive campaign, report on readiness and timeline            |

### Action Plan:

| 2023/24                                                                                                                                        |                            |
|------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| Quiet launch of Student Success Campaign                                                                                                       | April 2023                 |
| Public launch of Innovation Fund                                                                                                               | October 2023               |
| Develop fundraising strategies and cases for support for major projects                                                                        | Ongoing                    |
| Showcase institutional excellence through a mix of online and in-person engagement options                                                     | Ongoing                    |
| Deliver compelling donor, alumni and community events to inspire giving and increase understanding of university's importance in the community | Ongoing                    |
| 2024/25                                                                                                                                        |                            |
| Public launch of Student Success Campaign                                                                                                      | October 2024               |
| Enhance cohort-based engagement strategies for grads of the last decade                                                                        | Spring 2025                |
| Support entrepreneurs in the Threshold Impact Venture Mentor Service                                                                           | Ongoing                    |
| 2025/26                                                                                                                                        |                            |
| Student Success Campaign ongoing                                                                                                               | March 2026 – Campaign ends |
| Report on Student Success Campaign                                                                                                             | Summer/Fall 2026           |

# International Strategy

## Shape Implementation Plan

| 2023/24                                                                                                                                                             | 2024/25                                            | 2025/26                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|-------------------------------------|
| 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                   |

## Action Plan:

| 2023/24                                                                       |             |
|-------------------------------------------------------------------------------|-------------|
| Continued engagement in key markets, including Europe, Asia and South America | Ongoing     |
| 2024/25                                                                       |             |
| Complete hiring process for Vice-President (International and Enterprise)     | Summer 2025 |
| Commence renewal of international strategy                                    | Late 2025   |
| 2025/26                                                                       |             |
| Development and launch of renewed international strategy                      | TBD         |

Implement rankings three-year action plan

Shape Implementation Plan

| 2023/24                                                    | 2024/25                                                                          | 2025/26                                                                            |
|------------------------------------------------------------|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| Acceptance and implementation of revised rankings strategy | Regular review and campaign to continue pushing to the right recruitment numbers | Positive movement towards top 50, strategy to improve bibliometrics and reputation |
| Improved movement in the key rankings                      |                                                                                  |                                                                                    |
| 4 pilot projects kicked off                                |                                                                                  |                                                                                    |

Action Plan:

| 2023/24                                                                                                                                  |               |
|------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| The Rankings Action Plan approved by PEC-S, building on the 2022 rankings strategy and in alignment with Shape                           | December 2023 |
| Fulfilment of the Implementation Plan within the Rankings Action Plan and 2024 ranking work plan reported back to PEC-S<br>December 2024 | December 2024 |
| Establish the Rankings and Reputation Committee to ensure broad institutional oversight over submissions and rankings-related activities | December 2023 |
| Establish the Rankings and Reputation Committee to ensure broad institutional oversight over submissions and rankings-related activities | December 2023 |
| Implement a clear internal rankings structure that aligns and co-ordinates rankings tactics across the university                        | December 2023 |
| Utilize data packages from QS and THE to identify insights to further optimize submissions                                               | Ongoing       |

Action Plan:

| 2024/25                                                                                                                                                                   |                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| Rankings work plan 2025 concentrating on improvements in bibliometric and reputation indicators, pilot projects and continued education on rankings across the university | December 2024                                       |
| Launch initial pilot rankings plans for Mechanical Engineering, Faculty of Nursing and School of Business                                                                 | Summer 2024                                         |
| Host event at the Global Sustainable Development conference                                                                                                               | June 2024                                           |
| Secure speaking roles for the president at key events                                                                                                                     | June 2024 – Association of Pacific Rim Universities |
|                                                                                                                                                                           | October 2024 – THE Academic Summit                  |
| 2025/26                                                                                                                                                                   |                                                     |
| Conduct an analysis of gaps between our standing and the top 50                                                                                                           | Ongoing                                             |
| Engage in a targeted marketing campaign based on identified gaps                                                                                                          | Summer 2026 (tentative based on budget)             |
| Continue to educate U of A team members about rankings                                                                                                                    | Ongoing                                             |
| Civil Engineering added as a fourth pilot project                                                                                                                         | Spring 2025                                         |
| Collaborate with VPAC, PAIR, Library, VPRI and VPER to improve internal bibliometric information                                                                          | Ongoing from 2024                                   |

# Leading with Purpose.



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