Dr Dew made a presentation focusing on the parts of the ISP that are most relevant for research. Members then offered the following comments:

The key strategic goals are not clearly identified in the document - are the five verbs the strategic goals?
Narrative structure of the document works well.

A few groups are singled out in the document - research support is bigger than the references to TEC Edmonton and the GAP program (eg, RSO is not mentioned, add to a list in Obj 12).

Obj 10 str iv- TEC Edmonton reference - should be reversed to be: “Translational initiatives that include TEC Edmonton…” (possibly include a list)

Interdisciplinarity is introduced too late in the document – it is essential to the success of signature programs

Title works for many members

There is no apparent re-thinking about relative role of institutes and departments in the ISP (the distinction is becoming blurred) - institutes are likely to be the structure of the future. We may need to consider the language of the (1906) University of Alberta Act in order to reframe the role of a department (which may be an outmoded concept) SKD Note: Opening the act is unlikely to be addressed in the plan.

FEC still mostly rewards Department/Faculty activity, more than interdisciplinary activity.

Obj 16 str i We incent interdisciplinary teaching but do not include research. Add research

Compelling document. Speaks about renewal but does no talk about recruiting

- How do we attract the world’s best to Edmonton? The ISP should be able to help us.
- Child care is a major concern for grad students, PDFs, and young faculty members.
- Community building is an important concept that needs to be highlighted in the ISP (daycares, faculty club, etc.)
- We need to encourage people to work for the institutions, making the shift to aggregators, rather than individuals

I like that the document takes a capacious view of a university

How do we identify and nurture emergent areas of strength? We must avoid focussing only on existing strengths

Have dealt with the potential divisiveness of identified areas of strength well in the document – like the use of Excel rather than Excellence

Rankings are not mentioned in the document. We don’t want to be a particular number in rankings, but we want to be good. Reputation is important to being able to recruit excellent people from around the world. SKD: We will act for the public good and move forward on our collective goals, expecting that the reputational rewards will follow.

Page 6 - “Alberta’s educator” – this seems to run counter to the Campus Alberta ethos. Is there a risk here?
Page 14 - is overall message on this page that only research is important? Need a sentence on community service, and also teaching. AB: Noted that there are other sections of the narrative that emphasize other areas (ex. page 10 – focus on teaching)

Why use the term scholar rather than researcher? –SKD: this word is preferred by many that perceive that scholar is a more inclusive term than researcher

ISP implies the U of A is poised to make a cultural shift - very encouraging

- Caution: comfortable metrics could undermine the ISP when it is operationalized – we could revert to past behaviours
- Recognition and reward both drive behavior on campus - FEC rewards individual behaviour – we need mechanisms to reward collective behavior

Arts Collaborative Enterprise nurtures collaboration in the Faculty of Arts (collective behaviour). The institution lacks structures that support research collaboration across traditional Department/Faculty lines, but the ACE could serve as a model (agreed that this would be a great model to bring together research in other areas of the university).

Want to be able to share working solutions and avoid replication of work. Ex.Nursing has a data management platform - could it have a wider use across the institution?

Values: History and Tradition are followed by a list of stakeholders – does not make sense to me - they need to be discussed in more detail

Research Innovation Space in Education has led to improved use of space and equipment, particularly short term use – this is another example of a successful aggregator making better use of resources

Obj 2, str ii: should include investment in equity

Closing Comment: ISP should make the U of A a better institution - how could URPC help in living out/executing the document?

The Chair thanked members for their frank comments. He noted there is general support for the document. Dr Dew also thanked members for their comments, and encouraged people to provide further feedback via the website (uab.ca/strategic-plan).