Summary

| Big Picture | - Emphasis on the need to articulate plans for implementation and the measurement of outcomes – including connection to outcomes from other strategic plans that grow out of this one  
- Support for the title and its outward facing nature  
- The need to account for the multicampus nature of the UofA, and the 100 km distance to Augustana during implementation  
- The need for objectives that address the contributions of staff members, and the importance of being a good employer  
- The absence of focus on transformative experiences |

| Specifics | - You have not included a list of all of the satellite campuses of the UofA  
- P6 (Build text box) – The evidence that the Inuit people were among the peoples who gathered on the lands where the UofA is located is arguable.  
- P6 (Build text box) – the list of research and creative activities and global leadership should include sustainability.  
- One way to celebrate the multicampus nature of the UofA would be to hold important meetings away from North campus. For example, hold a Board of Governors meeting at Augustana  
- Obj 3 str i: Need to include the word decolonization and confrontation of historical wrongs.  
- Obj 6 str ii: Access to international experiences alone is not sufficient. These opportunities need to be financially supported (alt: well-funded)  
- Obj 12 – We need to add undergraduates to the list of researchers.  
- Obj 13 str ii – It is not sufficient to monitor outcomes. We need to close the loop and act upon what we learn.  
- Obj 15 str v - Include the Jean and Peter Lougheed Performing Arts Centre  
- Experience – in addition to providing students with experiences, we need to prepare and equip them to process and integrate the outcomes |
After the presentation of the overview of the draft institutional strategic plan, the attendees had a round table discussion led by Dr. Turpin

**Round Table Notes:**

Interdisciplinarity – how will we work around the siloed nature of funding? – this is a major roadblock to collaboration.

DHT: This will be a focus of the implementation phase of the plan. The Office of the Provost and VP (Academic) is already developing a set of implementation strategies.

How will you measure and evaluate the outcomes of this plan?

DHT: The Board will require high-level indicators, but I would like to know what you think.

P6 (Build text box) – The evidence that the Inuit people were among the peoples who gathered on the lands where the UofA is located is arguable.

AB - We are currently working to correct the document based on the best understanding currently available.

P6 (Build text box) – the list of research and creative activities and global leadership should include sustainability.

How will you implement and measure changes to the students’ experience?

TRC Response. What specific plans do you have with regards to FNMI peoples? Why would you not use the term Canadian Indigenous?

DHT: Our first step has been to catalogue all of the initiatives already underway on campus and make them readily accessible from the UofA homepage. Our next steps will build on that momentum and seek to strengthen existing relationships. As this is an enabling document, we hope similar relationship building will happen across campus.

The consultation outcomes are reflected in the document, but implementation at Augustana will be made more difficult by the 100 km distance to North campus.

One way to celebrate the multicampus nature of the UofA would be to hold important meetings away from North campus. For example, hold a Board of Governors meeting at Augustana.
I like the connecting sentence fragment narrative – can we pull it out to use as a shorter version? Also, I fell empowered by the Excel Section.

The Build narrative includes FMNI peoples, but not international students, I would like to see them included in this narrative.

The document looks long, but it isn’t. I am interested by the initiatives that will happen outside the classroom.

Where is the strategy for recruiting, mentoring and retaining staff?

National recruitment is a priority for the immediate future – what else is in the plan?

I like the name (in provides a good framework).

Liberal Arts College is not the terminology that we use for ourselves at Augustana. Why did you choose that term?

We see education as a transformative experience. You do not mention that, but it is essential to our students, and important to our faculty and staff.

Our multicampus nature is represented as important, but how will we move culture back and forth between campuses (100 km)

Signature programs – these are important and images of them are used to promote our unique nature. There is a career cost to the individuals who lead signature programs. How will you account for this?

Why are digital learning technologies given their own bullet point? They are not as important as the transformation of our students.

Sustain is at the end of the document and Build doesn’t include any buildings. We need a new Science building at Augustana.

I appreciate that you are planning to make more stable appointments available to CAS:T members, but what I really want to see is a role for professors of practice (teaching-only professoriate)
I don’t want to see a focus on digital learning technologies. I am a 3MT award winner, and I want to see a focus on innovate learning in the classroom AND how we train new teachers.

Obj 6 str ii – this is not meaningful. Access to international experiences alone is not sufficient. These opportunities need to be financially supported.

I like the concept of Augustana as a living lab.

I would like to see more discrete stories about individual faculties. A single UofA story promotes homogeneity

Augustana has reduced access to services, including the Centre for Teaching and Learning. I would like to see a list of basic benchmark services that all faculties will have access to.

Liberal Arts College – this language will not be clear to all readers. May need to be defined.

Not sufficiently inclusive. You have not included a list of all of the satellite campuses of the UofA. Also, you have not included references to digital learners.

The document does not include the most important strategic objective of Augustana. Augustana needs to grow its enrolment and we need to optimize the distribution of enrolments across campuses (grad/undergrad, different programs/faculties, humanities focus, etc.). This is related to institutional excellence.

Obj 3 str i: this is not sufficient. We need to include the word decolonization and confrontation of historical wrongs.

Obj 6 str ii Need to include the words “well-funded.” Also, we need to emphasize the importance of second languages. Students and society need this facility.

Obj 12 – We need to add undergraduates to the list of researchers.

Obj 13 str ii – I like the message on core competencies, but it is not sufficient to monitor outcomes. We need to close the loop and act upon what we learn.

Obj 15 str v - Include the Jean and Peter Lougheed performing arts Centre
Experience – in addition to providing students with experience, we need to prepare and equip them to process and integrate the outcomes.

How will you measure all of this?

Student support – is there sufficient coverage of student supports from registration to graduation? There are pieces included (ex. residences, health and wellness), but what is missing is where holding is needed.

Obj 7 str v – is this about growing athletics and expanding it to be a force?

I like the title – I believe strongly in the public good, but it is too narrow. Will people assume that we mean only Alberta or Western Canada? We need to be national and international. Is it really for the good of society?

We need to focus internally before we focus externally. We need to be a good employer.

There is not message regarding improved relationships with the staff associations. It could be incorporated in a number of places, included Obj 4 str iv, Obj 15 str iv, Obj 18 str 20.

At this point, Dr. Turpin summarized a number of issues raised during the discussion that he would like to follow up on:

1. International students not in the opening narrative. This was due to our wish to highlight the TRC.
2. Staff – we are developing a staff-specific objective for the Build section
3. Augustana – I am glad that you like the living laboratory concept. Liberal Arts College - if we need to change the term, we would like to know what term you prefer (Dean Berger suggests that the term is prestigious in the US but misunderstood in Canada; Dr. Turpin suggests that a definition or footnote may be needed)
4. Recognition of satellite campuses will need to be discussed
5. Decolonization is not a well understood term. We are setting out to build a thoughtful response to the TRC recommendations
6. Optimizing enrolments may have a place, but we need to be sure that the plan enables everyone.

Dr. Turpin posed a question to the group: How will this plan be actualized? Will need to happen at Augustana?

Have each faculty create an appendix to the document including goals, metric and measures.
DHT: Deans will need to respond and align this document to their faculty priorities. I would like to see this plan inform other plans.

We are going to need central support. For example, the VPR dictates research priorities.

There needs to be an annual report card – and it needs to connect to outcomes from those other plans that cascade from this one.

You have taken advice from the grassroots, but we are also expecting some top-down priorities. What do YOU want to change at the UofA?

DHT:
1. We need to get students here from across Canada.
2. The title represents my vision: this is for the public good. The onus is on us to show the public benefit of everything we do.