## Summary

### Themes
- **Communications:**
  1. As a large employer, the UofA needs strong internal communications to build/sustain community (team spirit); ISP engagement is a good start for this new administration.
  2. External communications need to promote our brand, explain our relevance to community and build the reach of our reputation (local, national, global). Stop downplaying ourselves (“Edmonton syndrome”).

### Thought Provokers
- A lack of Canadians with graduate credentials will lead to a failure of the innovation system. 2 challenges: UofA students feel the need to go elsewhere for graduate school, UG students do not see the value of graduate studies (there are no jobs in academia).

### Tension to Drive Positive Change
- How are we planning to measure excellence? Will this lead to exclusion or cutting of funding to some areas?
- 50% of your revenue comes from the provincial government and oil revenues are dropping. What is your plan?
- Two key pressures on international graduate students are: shifting immigration standards and changing tuition. Choosing to come to Canada to study is a long-term choice and having tuition/immigration standards change after students arrive can sink them. This represents a reputational and recruiting risk – how will you address it?

### Strategies
- Funding directed to improving student services and the student experience reduces (student/institution) friction on campus and increases personal development of students (a key component of this stage of their lives).
- Leverage university expertise to address local/national/global challenges by giving faculty and staff (career-friendly) permission and incentives to engage in key issues – and by acting as a connector to bring need and expertise together.
- Emphasize the importance of the growing francophone community. This will draw students from across the country – a national recruitment strategy (UofA as a stepping stone to employment in AB).
- Adding sustainability to the programs offered at the UofA, and making sustainability a campus priority will appeal strongly to students from other jurisdictions.
**Preamble and Presentation:**

- The UofA alumni family has 270,000 members making an impact around the world.
- Invitation to engage as the university moves forward – refocusing.
- Financial influence of the university and its alumni ($billions).
- One of the biggest, but not the largest in Canada.
- Rankings (proliferation, diversity, influence and inevitability)
- Decline in high school leavers in Canada and the external recruiting happening in AB.
- One of the finest publicly funded institutions in the world. This message needs to be repeated loud and clear (this is a GLOBAL institution, not just an Albertan institution). This message needs to be coming from everyone (including the Government of Alberta), and needs to permeate the culture in the other regions of Canada.
- RE: GoA: we can set the agenda. The government is in a thinking cycle, and we have time to be ready with a strong message about the role of the UofA.
- ANALOGY: Rotating the house (change without actually replacing the main structure). We don’t need to fundamentally change 90% of what we do, we need to change how we frame what we do.
  - Ex. Building a better community. We aren’t asking to become highly paid consultants who will get the LRT running. We are, however, needing to give our professors license to lend their expertise to the building of a better community (local to global)
- A single guiding document; to complete governance by the end of June
- Where should the UofA go? What is your advice?

The university needs a strong internal communications strategy (similar to other large employers) to increase employee engagement/ sense of shared purpose.

Need to emphasize the importance of the growing francophone community. This will draw students from across the country – a national recruitment strategy (UofA as a stepping stone to employment in AB).

Would like to see analysis of the numbers of francophone students.

Difficulty in recruiting Canadian graduate students. 2 challenges: UofA students feel the need to go elsewhere for graduate school, UG students do not see the value of graduate studies (there are no jobs in academia). A lack of Canadians with graduate credentials will lead to a failure of the innovation system.

50% of your revenue comes from the provincial government and oil revenues are dropping. What is your plan?

Using oil revenue for operating is stealing from the future by spending environmental capital for operating revenue.

We are limited by tuition caps. We need to make sure that provincial government understands the link between universities and economic diversification.
Does the community know what the UofA is about? That the UofA is Alberta’s 4th largest employer? That the UofA is relevant to the community?

The D2Ds were missing the concept of sustainability. This is a concept that would appeal to potential students from many jurisdictions. Will it be included?

Reduce friction in university relationships
1. Style and Tone matter. The current consultation by senior leadership will build the trust needed to drive change.
2. Properly resourcing student services will reduce friction points in the university community and make happier students (and alumni)
3. Positive interactions with the immediate local community will help strengthen the relationship of the UofA with the overall community
   Positive interaction cannot always equal giving others what they request. Respectful listening does not always equal conceding. Agree to disagree.

The student needs to be the centre of the university community

Can we leverage the expertise of the university to address social justice issues?
   We need to help make the connections, and give faculty and staff the permission to engage (career-friendly)

How can we differentiate the UofA (both nationally and within Campus Alberta)?
   The AB differentiated system is optimized. It allows students to find their niche and move as appropriate. It also allows the UofA to strive for excellence, knowing that, although not all students can attend the UofA, all learners can find a place in the system. UofA needs to continue to champion the system as a whole.

We need to make sure that [research] innovation gets off the campus.
   TEC Edmonton and finding opportunities for our students to work during their degrees to see where innovation would benefit the community/industry.

How are we planning to measure excellence?
   We need 4 or 5 criteria that we can all agree on.
   We need to take advantage of the breadth of our expertise and see the cross-disciplinary opportunities.

We need to stop downplaying ourselves (Edmonton syndrome).

2 issues for international students:
1. Changing immigration standards (work associated with study no longer applicable in PR application).
2. Changing tuition (freeze should apply to all).

Choosing to come to Canada to study is a long-term choice and having these change after students arrive can sink them. Also, if we get a reputation for being prone to unexpected change, we are less appealing to intl students. Reputational and recruiting risk.
The difficulty in getting accepted and the difficulty of the work upon arriving means that students are giving up the extra-curricular/personal development that should be a part of this phase of their lives. University should not just be about getting their professional credentials.