

2017 - 2021 **INQUIRE, PROMOTE, CONNECT**



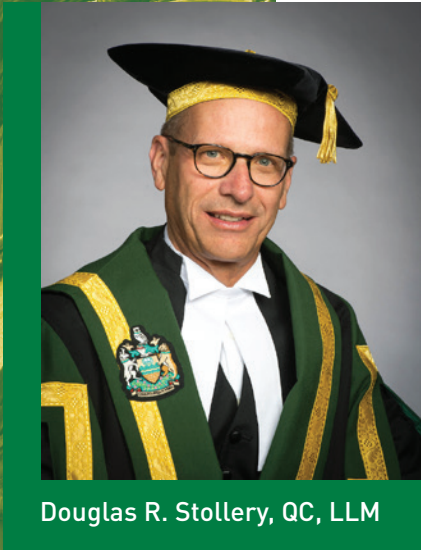
UNIVERSITY OF ALBERTA

SENATE STRATEGIC PLAN



UNIVERSITY OF ALBERTA
OFFICE OF THE SENATE

MESSAGE FROM THE CHANCELLOR



Douglas R. Stollery, QC, LLM

The University of Alberta Senate draws together a diverse group of representatives and community leaders from across Alberta who share a passion for this university. Alberta's Post-Secondary Learning Act (2003) charges the Senate "to inquire into any matter that might benefit the university and enhance its position in the community." The Senate does not report to the university; instead, it represents the public interest as it inquires, promotes, and connects the university to the broader Alberta community.

This University of Alberta Senate Strategic Plan outlines the priorities and outcomes the Senate will pursue and achieve from 2017-2021. Strategies from year one will carry forward into years two, three, and four. Each September the Senate will review and update this plan to assess progress and address emerging opportunities. This document also responds to the University of Alberta's institutional strategic plan [*For the Public Good.*](#)

I am proud of the Senate's decades-long track record of voluntary service and community leadership. As Chancellor and Chair of Senate, I am committed to advancing our collective contributions over the next four years.

Sincerely,

A handwritten signature in black ink, reading "D Stollery". The signature is written in a cursive, flowing style.

Douglas R. Stollery, QC, LLM



SENATE'S UNIQUE ROLE

SENATORS INQUIRE. We identify and explore issues, ask questions, seek community input, and offer recommendations based on experiences and initiatives both within and beyond the focus of post-secondary education.

SENATORS PROMOTE. We advance the reputation of the University of Alberta through informal advocacy and celebration within circles of personal, professional, and community influence.

SENATORS CONNECT. We build bridges, connecting University of Alberta programs and people with initiatives and peers in the community while also engaging community leaders in university opportunities.

WHO SERVES ON SENATE?

Thirty-one volunteers—including the Chancellor—from communities across Edmonton and around Alberta, publicly recruited and elected by Senate, as well as a unique mix of 31 government appointees, students, alumni, faculty, staff, and senior university leadership representatives, comprise Senate.

The [62 members of Senate](#) meet in plenary session four times annually and work throughout the year to achieve Senate's mandate through committees and individual initiatives.

Once every four years, through a process independent of the University of Alberta and the Government of Alberta, Senators elect a Chancellor to chair Senate, serve on the Board of Governors, represent the university at ceremonial occasions, preside over all university degree-conferring ceremonies, and represent the public interest in the university.

OUR VISION

The University of Alberta Senate, an independent body of diverse community leaders and university representatives, is valued for the role it plays in successfully examining, fostering, and celebrating the achievements and excellence of the University of Alberta, resulting in an enhanced relationship with the community.

OUR MISSION

"To inquire into any matter that might benefit the University and enhance its position in the community." Alberta Post-Secondary Learning Act (2003)

OUR VALUES

INTEGRITY

Honest and ethical behaviour – as outlined in the University of Alberta's Statement of Ethical Conduct

LEADERSHIP AND SERVICE

Commitment to Senate's values and operating principles, modelling exemplary leadership and engagement in delivering Senate's mandate

COMMUNITY AND UNIVERSITY BALANCE

Reflecting the needs of both the university and the community

COLLABORATION AND TEAMWORK

Engaged with and demonstrating respect for Senate and university colleagues, stakeholders, and partners

CREATIVITY AND INNOVATION

Bringing forth novel approaches to address university and Senate issues and opportunities

RESPECT FOR HISTORY AND TRADITION

Providing effective stewardship of the university's rich history and traditions

FOCUS ON RESULTS

Tenacious commitment to achieving Senate goals

INQUIRE

 **58**

TASK FORCE REPORTS
IN THE PAST
45 YEARS

SENATE
STUDENT


MENTAL
HEALTH
INQUIRY

COMMUNITY
PERSPECTIVES
& IDEAS AT


4 PLENARY MEETINGS
EACH YEAR


MEMBERS OF
THE COUNCIL
ON
ABORIGINAL
INITIATIVES

THOUSANDS


OF VOLUNTEER HOURS
EACH YEAR

PROMOTE

650 HONORARY DEGREE RECIPIENTS
SINCE 1908

INCLUDING MOTHER TERESA, ALEX JANVIER,
JULIE PAYETTE, AND DESMOND TUTU.



16
CEREMONIES

AT SPRING & FALL
CONVOCATION

WHAT DOES
THE
SENATE DO?

62 SENATORS
FROM DIVERSE
COMMUNITIES

 COLLABORATING
WITH **18**
FACULTIES

3 STAFF SUPPORT
CHANCELLOR & SENATE



3 STAFF WELCOME
U SCHOOL STUDENTS

CONNECT

OVER
3,700 GRADES 4-9

USchool

STUDENTS SINCE 2010



COMMUNITY CONVERSATIONS
ACROSS ALBERTA

 **\$3.5**
MILLION

ENDOWED
SCHOLARSHIPS &
PROGRAM FUNDS

CAMPUS
PARTNERSHIPS
WELCOMING
PUBLIC ENGAGEMENT



OVER **\$1.1** MILLION &

1,150
COMMUNITY
LEADERS



AT THE CHANCELLOR'S CUP SINCE 2001



SENATE PLANNING PROCESS

The strategic planning process was initiated in September 2016 and completed in May 2017. Full Senate will review and update this plan each year.

SEPTEMBER 2016 At plenary, Senators review *For the Public Good* and identify gaps, opportunities, and priorities to advance Senate's mandate over the next four years - 52 Senators

OCTOBER / NOVEMBER 2016 Senate staff draft a preliminary strategies document from plenary discussion notes. Chancellor and Senate executive committee review and revise the draft document —12 Senators / 2 staff

DECEMBER 2016 At plenary, through group discussions and an individual survey process shared with all members of Senate, Senators evaluate and prioritize the initiatives identified in September —47 Senators

JANUARY 2017 Senate strategic plan working group —all volunteers from September plenary—reviews Senator rankings, relevant Senate background materials, and related University of Alberta plans —7 Senators / 1 staff

FEBRUARY 2017 Senate strategic plan working group creates first draft of a Senate Strategic Plan —7 Senators. Chancellor and Senate executive committee review and revise the draft Senate Strategic Plan—11 Senators

MARCH 2017 At plenary, Senators review and endorse the proposed Senate Strategic Plan—50 Senators

APRIL 2017 Chancellor / Vice-Chairs of Senate circulate proposed plan to university senior leadership for comments

MAY 2017 At plenary, Senators review and approve final Senate Strategic Plan for 2017-2021—50 Senators

JUNE 2017 Chancellor and Senate release final public document *Inquire, Promote, Connect* to university and external communities, including past Senators

SEPTEMBER 2017 Chancellor and Senate begin implementation including allocation of human and financial resources

GOALS & OBJECTIVES

Senators are committed to the University of Alberta and to their communities. These commitments cascade into collective action. Looking ahead over the next four years, Senators have prioritized five key goals aligned to the Senate mission.

1. CONNECT FUTURE LEARNERS TO THE UNIVERSITY OF ALBERTA

Increase awareness of and access to post-secondary opportunities for under-represented communities.

2. CONNECT COMMUNITY LEADERS AND ADVOCATES IN TO THE UNIVERSITY OF ALBERTA

Engage more community organizations in learning and leadership at the university.

3. CONNECT THE UNIVERSITY OUT TO COMMUNITIES IN EDMONTON AND ALBERTA

Engage with community organizations seeking closer connections with the university.

4. INQUIRE INTO PUBLIC-INTEREST AND POST-SECONDARY ISSUES OF BENEFIT TO THE UNIVERSITY AND SOCIETY

Provide ongoing feedback from Senators and members of the external community on the university's progress in implementing the objectives and strategies in *For the Public Good*.

5. PROMOTE THE UNIVERSITY OF ALBERTA'S COMMITMENT TO THE PUBLIC GOOD

Enhance ongoing Senator participation in discussions and initiatives that advance public awareness of the university and its contributions to society.



U School students - Grade 5, St. Francis of Assisi Elementary

YEAR 1 SEPTEMBER 2017 - AUGUST 2018

1. CONNECT future learners to the University of Alberta

STRATEGY

Expand, enhance, and assess impact of Senate's U School program while providing meaningful opportunities for members of the campus community as volunteer mentors and leaders. U School inspires students in grades 4 to 9 from socially vulnerable, Indigenous, and rural communities to discover the world of post-secondary education.

U School was conceived and initiated by Senate and is delivered in partnership with the university. In a unique, weeklong on-campus education experience connected to the Alberta curriculum, U School students see classroom lessons come alive at the University of Alberta North Campus. Faculty, staff, student, Senate, and alumni volunteers lead hands-on sessions, share their life journeys, and inspire U School students to explore new worlds of knowledge and opportunity.

In 2016-2017, U School welcomed 732 students from 30 classes, bringing the total number of participants to over 3,700 students since the program's inception in 2010.

MEASURES of SUCCESS

Access to U School and related Senate outreach increases by 10% year over year, resulting in close to 1,000 annual U School participants by 2020-2021.

Qualitative and quantitative evaluation plans to determine benefits for student participants, including a review of program strengths and opportunities for improvement, are designed with the Faculty of Extension and begin in September 2017.

Pre- and post- assessment processes are in place to determine any increases in U School participant awareness, interest, and perceived access to post-secondary education.

2. CONNECT community leaders and advocates IN to the University of Alberta

STRATEGY

Leverage university expertise for the public good by hosting forums and Senate plenary panel discussions that engage students, faculty, and administrators in issues identified by community leaders.

As a public institution, the University of Alberta earns public support by providing service to the community.

By virtue of its vast research and talent pools, the university is uniquely positioned to investigate major societal concerns. To do so effectively often means identifying key issues where it has expertise and knowledge, and collaborating with others inside and outside of the academy. University of Alberta research can contribute to evidence-based public policy that informs and effectively addresses current challenges.

MEASURES of SUCCESS

An inaugural annual Senate public event engaging the campus and broader communities helps establish new levels of awareness and creates new connections to teaching and research at the university.

STRATEGY

Enhance the reach of the Chancellor's Cup Golf Tournament each June in partnership with participating Faculties.

For the past 16 years, the Chancellor and Senate have hosted over 140 community leaders each year in an engaging and informative tournament. Participants meet faculty representatives throughout the event and learn about the university's positive impact on families and communities.

Volunteer tournament co-chairs secure sponsorships from a range of industries to raise funds and community awareness.

MEASURES of SUCCESS

A sold-out Chancellor's Cup Golf Tournament continues to connect new community leaders to faculty and student volunteers while raising over \$100,000 annually to support U School and other Senate and university initiatives.

3. CONNECT the university OUT to communities in Edmonton and Alberta

STRATEGY

Partner with local organizations, including Indigenous, municipal and regional governments, agencies, chambers of commerce, and others, to host off-campus events that highlight the expertise of students and faculty to benefit the community.

Senate will focus on expanding lines of communication and collaboration, in ways that communities value, to help address local problems. Enhanced community engagement may increase public support, which in turn may strengthen political and donor support.

The value of the University of the Alberta is found in its economic impact on our province and in its knowledge generation, transfer, and use, whether at the family farm or the nanotechnology institute. It is about how the people who create, lead, and staff our industries, businesses, and institutions are educated and enabled to be better citizens – creating stronger families, businesses, and communities. In short, it is about educating people *for* the world, not just *in* the world.

MEASURES of SUCCESS

Collaborations with four Alberta communities in 2017-2018, including at least one Indigenous and one rural community, result in four events by June 2018 that connect new cohorts of community leaders with university expertise relevant to local needs and opportunities.

4. INQUIRE into public-interest and post-secondary issues of benefit to the university and society

STRATEGY

Undertake a new inquiry, or expand a related Senate task force inquiry, to examine a key issue or public opportunity emerging from community consultations or *For the Public Good* working groups.

Senate task forces, comprised of Senate members and others with special expertise, have been an effective approach to investigating important topics and making recommendations to the Board of Governors, General Faculties Council, and Alberta's Minister of Advanced Education.

Senate task forces have a track record of initiating fundamental change at the University of Alberta. The 2015 *Task Force Report on Connecting Communities* served as a timely resource contributing to the University of Alberta's Strategic Plan *For the Public Good*.

MEASURES of SUCCESS

Task force inquiry terms of reference and working group membership are approved at Senate plenary. Interim task force findings and recommendations are presented to Senate within one year.

5. PROMOTE the University of Alberta's commitment to the public good

STRATEGY

Strengthen the relationships between Senate, Alumni Council, Alumni Relations, and University Relations through a joint committee to review opportunities and challenges in university-community communication.

As identified in *For the Public Good*, enhanced community connections will support all facets of learning from leadership, to lectures, to the generation of new knowledge.

An institution-wide community engagement strategic plan informed by diverse Senate perspectives will help instill community trust, engagement, respect, and mutual support.

MEASURES of SUCCESS

Joint committee terms of reference and shared membership are approved by September 2017. Review and feedback mechanisms are in place by December 2017.

Plans for Senate community focus group sessions are in place by March 2018.

STRATEGY

Enhance the honorary degree nomination, selection, and conferral process, continuing to recognize and profile outstanding local, national, and international leaders.

The University of Alberta's vision and commitment to the public good are reflected in the individuals who receive the university's highest honour: an honorary degree. Alberta's Post-Secondary Learning Act (2003) stipulates that "the chancellor of a university may, on the authorization of the senate, grant an honorary degree on a person." The University of Alberta celebrates inspiring role models and transformative legacies in all fields of endeavour. Any member of the public or the university community may submit a nomination.

Honorary degree recipients at convocation ceremonies offer inspiring examples of the power of one person to create positive change in local, national, and international communities.

MEASURES of SUCCESS

Six additional faculties or campus units such as University of Alberta International are re-engaged in honorary degree nominations and recipient hosting by June 2018.

Faculties and units across all campuses continue to engage through 2021, doubling the number of compelling nominations received annually.

STRATEGY

Collaborate with the Office of the Dean of Students to advance public understanding of and support for healthy campus communities including mental health initiatives.

Senators who participate in many professional and community service activities are ideally positioned to amplify important conversations about timely and effective mental health interventions and supports.

MEASURES of SUCCESS

With support from the Senate Mental Health Endowment Fund, community-based mental health resiliency programming, services, outreach, promotion, and prevention reach at least 21,000 U of A students, faculty, and staff.

STRATEGY

Collaborate with the Office of the President, University Relations, Advancement, Students' Union, Graduate Students' Association, faculty, and staff to enhance the University of Alberta United Way campaign supporting a healthy community and the public good.

The Chancellor, as chair of Senate and as honorary chair of the University of Alberta Campus United Way Campaign, will enhance efforts to engage members of the university learning community with the work of United Way agencies.

MEASURES of SUCCESS

A re-imagined campus United Way campaign is launched in September 2017 with the goal of increasing campaign totals and participation rates among faculty, staff, and students.



Chancellor and Senators at September plenary 2016

YEARS 2 TO 4 SEPTEMBER 2018 - AUGUST 2021

1. CONNECT future learners to the University of Alberta

STRATEGIES

Create more opportunities for engagement and support for communities currently under-represented at the university.

Talent is everywhere. With issues of access and quality top of mind, Senators will help identify gaps or barriers to increasing participation in post-secondary education.

Connect undergraduate and graduate students with mentorship and leadership opportunities in the community.

As regular participants in faculty and student activities who also have deep connections within the external community, Senators will help current and future students explore and connect with different career and leadership pathways.

Strengthen the connection between Senate and the Faculty of Extension to broaden outreach to new learners and develop future community leaders.

Senators will help faculty and staff continue to expand the university's continuing education reach into different communities.

2. CONNECT community leaders and advocates IN to the University of Alberta

STRATEGIES

Collaborate with on-campus partners to attract and support visitors in navigating, exploring, and enjoying the university's campuses.

Introducing the broader community to university campuses will strengthen positive public engagement and create a deeper appreciation of the physical and intellectual resources available to all learners.

Collaborate with on- and off-campus partners to broaden dialogue between honorary degree recipients, students, faculty, staff, and the public.

Increased interactions with our honorary degree recipients' perspectives will inform and inspire current and future community leaders.

3. CONNECT the university OUT to communities in Edmonton and Alberta

STRATEGIES

Collaborate more closely with Alumni Council, Alumni Relations, the Friends of the University of Alberta, and the Faculties to enhance and expand community interaction.

Membership rosters on Senate and Alumni Council renew each year, creating an evolving and expanding cohort of community connectors. Increased opportunities for information sharing will assist in effective deployment of outreach resources.

In partnership with the Office of the Provost, connect with Indigenous communities and educational institutions to enhance the university's response to the Truth and Reconciliation Commission's Calls to Action.

The Chancellor and Senate inspired the creation of the University of Alberta Council on Aboriginal Initiatives in 2008. Informed Senators who are connected with Indigenous communities will help continue this work.

4. INQUIRE into public-interest and post-secondary issues of benefit to the university and society

STRATEGIES

Senators will host annual community focus group sessions with diverse audiences to gather and share current perceptions of the university's relevance and impact.

Senators are in a unique position as volunteers and leaders in their communities to host candid conversations with stakeholders from diverse backgrounds. This provides an important source of feedback to the university.

One Senate plenary session each year will include a review and discussion of the status of *For The Public Good* with senior university leadership.

Full Senate meets in plenary sessions four times a year to examine and discuss current issues affecting the university. Senate will play an important role in supporting progress on the Institutional Strategic Plan.

Senators will support and encourage the university's efforts to reward and recognize faculty contributions to community engagement on and off campus, and discuss progress to date.

Increased involvement with the community offers tangible benefits to the teaching and research enterprise. Public profile for such involvement also plays a key role in building public support for universities.

5. PROMOTE the University of Alberta's commitment to the public good

STRATEGIES

Equip Senators with communication resources to personalize and share stories that show the positive impacts of the university.

Authentic, relevant, and personal - a compelling University of Alberta story volunteered by a Senator in a social or community setting may engage peers in new two-way conversations about the importance of post-secondary teaching, research, and community service.

Expand the relationship between Senate and the Office of the Registrar beyond convocation and ceremonies to include support for recruitment and other key initiatives.

Senate initiatives such as U School - and the support of individual Senators for university recruitment initiatives such as Rural Discovery Days - create inter-generational conversations about potential future benefits of post-secondary education.

Investigate opportunities for Senate, faculties, and other key university units to collaborate in building public understanding of the social and economic benefits of post-secondary education.

Senators are uniquely positioned to lead and serve as informed ambassadors and supportive catalysts for post-secondary education in general and the University of Alberta in particular. Their volunteer efforts extend the university's reach, helping key messages to resonate across Alberta.



UNIVERSITY OF ALBERTA
OFFICE OF THE SENATE

OFFICE OF THE CHANCELLOR AND SENATE

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