

# **Strategic Plan**

**Moving Toward 2027**

# About this Document

Note: On December 12, 2023, the Board of Governors of Alberta University of the Arts approved extending the date of this Strategic Plan to 2027. The Goals and Strategies in this plan remain relevant as the pandemic impacted progress. Additionally, AUArts will be able to leverage planning for the next Strategic Plan during its 2026 centennial celebration year.

**Purpose of this Strategic Plan**

This strategic plan outlines the direction and high level priorities of Alberta University of the Arts (AUArts) over the period 2020 to 2027.

It also provides direction for unit planning that will translate these directions into specific initiatives throughout the University.

The strategic plan is timely, given the government’s new funding model coming early 2020. Once details are known, this strategic plan will adjust accordingly to meet the requirements of government.

**Structure of the plan**

This plan has three sections:

- **Values, Mission and Vision** – Describes the organization’s values, mission, vision
- **Goals and Strategies** – Outlines the intended outcomes and the plan of action to meet the goals
- **Key Performance Indicators** – Outlines the metrics used to gauge the organization’s progress and the desired results to be achieved

**Planning Process**

The creation of this strategic plan involved several consultative steps, with everyone throughout the organization either directly involved or having had the opportunity to express their knowledge and views.

- In spring 2019, academic and administrative leaders participated in a workshop to learn about the planning methodology provided by the Society for College and University Planning. This provided a platform for a common planning process.
- Based on stakeholder input, past planning and research efforts, and outside factors, staff prepared a detailed assessment of the situation for AUArts. This assessment then informed the summary trends, SWOT analysis and strategic issues.
- While engaging the Board of Governors and General Faculties Council, the Deans’ Council and Cabinet developed and evolved strategy concepts including Values, Mission, Vision, Goals, Strategies and Key Performance Indicators.
- Faculty, staff and students reviewed and provided input to the preliminary concepts.
- Deans’ Council and Cabinet then finalized the components included in this plan.
- Deans’ Council and Cabinet have held discussions on steps it could take to achieve its Goals, as part of its next-steps planning.

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## Values, Mission & Vision

### Values

*Values are fundamental beliefs that guide all our actions and decisions.*

*At AUArts, we are a diverse community of critical thinkers driven by curiosity and inspired by imagination. We create, make, shape, explore and help emerging artists, craftspeople and designers find a career path, while finding themselves.*

*Together, our students, alumni, faculty, staff, and our many collaborators transform perspectives, spark discussion, and ignite change. We use visual art, craft and design as powerful vehicles to change the world.*

*And that is our real masterpiece, the work we are most PROUD of:*

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#### **AUArts Values:**

**Passion:** We are curious and thoughtful risk takers; we celebrate our creative process.

**Respect:** We build relationships based on trust and accountability; we are connected to one another's success and wellness.

**Openness:** We embrace diversity and inclusivity in culture, identity and perspective; we are transparent, confident, approachable and welcoming.

**Unique:** We pursue excellence in our studio-based practices, and in our support for our learners, faculty, staff, and external partners.

**Daring:** We are courageous and deeply committed to experimentation, free enquiry, and research.

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## **Mission**

*The Mission communicates AUArts' core purpose and distinct identity.*

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### **AUArts Mission:**

Alberta University of the Arts is a diverse and inclusive community committed to leading education and research in creative practices.

## **Vision**

*The Vision communicates AUArts' future aspirations, including for the community at large.*

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### **AUArts Vision:**

To change the world through art, craft and design while enriching creative communities and economies.

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## Goals & Strategies

### Goals

*Goals are sustained areas of focus and intended outcomes. Goals provide focus to the organization's strategies and initiatives.*

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#### **AUArts Goals:**

- Align programming and curriculum to the evolving needs of students and communities
- Enable innovation and experimentation through teaching, applied and scholarly research, and creative activities
- Expand relationships with strategic partners and communities that enrich and improve students' learning outcomes
- Drive sustainable growth through revenue diversification, an engaging academic environment and a high performance organization

## Strategies

Strategies communicate priorities for each goal spanning the time horizon of this plan and provide direction to unit planning efforts for the development of specific tactics and initiatives.

Goals	Strategies
<b><i>Align programming and curriculum to the evolving needs of students and communities</i></b>	<ol style="list-style-type: none"> <li>1. Ensure that curriculum and credential framework is relevant, flexible and enriches the student experience</li> <li>2. Implement targeted strategies to attract and retain qualified students</li> <li>3. Enhance campus life to support and engage students</li> <li>4. Integrate the principles of equity, diversity and inclusion with everything we do</li> </ol>
<b><i>Enable innovation and experimentation through teaching, applied and scholarly research, and creative activities</i></b>	<ol style="list-style-type: none"> <li>1. Develop and implement a teaching and learning plan that integrates scholarly research and creative activities</li> <li>2. Foster a culture of scholarly research and creative activities</li> <li>3. Enable and measure scholarly research and creative activities</li> </ol>
<b><i>Expand relationships with strategic partners and communities that enrich and improve students' learning outcomes</i></b>	<ol style="list-style-type: none"> <li>1. Commit to a culture of integrating external communities for the benefit of students, faculty, alumni and staff</li> <li>2. Build capacity for strategic partnerships that support institutional priorities</li> <li>3. Create, sustain and measure strategic partnerships</li> </ol>
<b><i>Drive sustainable growth through revenue diversification, an engaging academic environment and a high performance organization</i></b>	<ol style="list-style-type: none"> <li>1. Build a high performance organization that energizes and motivates our people and strives for process and system efficiency</li> <li>2. Proactively pursue and build relationships that enable funding aligned with our vision and mandate</li> <li>3. Develop and implement a facility master plan aligned to goals and strategies</li> </ol>

## Performance Measurement

### Key Performance Indicators (Draft)

Key performance indicators (KPIs) are the measures used to gauge AUArts' strategic performance over time and assess how well the organization is achieving progress relative to each goal.

Goals	Key Performance Indicators (Draft)
<b><i>Align programming and curriculum to the evolving needs of students and communities</i></b>	<ul style="list-style-type: none"> <li>• Number of students enrolled in programs</li> <li>• Student satisfaction (possibly measured by National Survey of Student Engagement (NSSE)) and graduate survey results (i.e. prepared for employment, work integrated learning, employed two years after graduation, program worth the cost)</li> <li>• Completion/graduation rates/time to graduate</li> <li>• Attrition rates</li> <li>• International students enrolled in programs</li> </ul>
<b><i>Enable innovation and experimentation through teaching, applied and scholarly research and creative activities</i></b>	<ul style="list-style-type: none"> <li>• Achievement of government performance indicators</li> <li>• Education credentials of faculty and other academic staff</li> <li>• Faculty rank</li> <li>• Research, scholarship and dissemination results</li> </ul>
<b><i>Expand relationships with strategic partners and communities that enrich and improve students' learning outcomes</i></b>	<ul style="list-style-type: none"> <li>• % students able to access internships/work experience opportunities</li> <li>• Partnership return and satisfaction rates in support of other goals and measures (i.e. jobs, work integrated learning, transfer agreements, donations, speakers, events)</li> <li>• % new targeted relationships</li> </ul>
<b><i>Drive sustainable growth through revenue diversification, an engaging academic environment and a high performance organization</i></b>	<ul style="list-style-type: none"> <li>• Total spend and government spend per FLE</li> <li>• % spend on administration and operations versus programming</li> <li>• % of budget from non-government sources and tuition relative to Canadian average</li> <li>• Funds raised annually (donors, sponsors, grants, endowments, planned giving) and ratios</li> <li>• % plans and strategies completed/% plans and strategy achievement</li> </ul>

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## Land Acknowledgement

Alberta University of the Arts (AUArts) is situated on the ancestral land of the Siksikaitsitapi – Blackfoot Confederacy which includes the Siksika, Kainai, Piikani Nations and the shared territories of the Tsuut’ina Nation as well as the Iyârhe Nakoda-Stoney which includes Bearspaw, Chiniki, Good Stoney Nations and also the home of the Métis Nation of District 5 and 6. The City of Calgary has long been called Moh’kins’tsis by the Siksikaitsitapi, Guts’ists’i by the Tsuut’ina, and Wîchîspa by the Nakoda.

**Alberta University of the Arts**

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