STRATEGIC PLAN

Department of Biological Sciences

2018-2022
Chair’s Message

The Department of Biological Sciences at the University of Alberta stands as one of the top biological research and teaching centres in Canada. In fact, a number of our researchers and research groups are among the very best in the entire world. Recognition of our excellence in research and teaching has been hard won and requires our collective effort to not only maintain those standards, but to build upon that past and achieve even more.

Growing this legacy into the future, and ensuring our continued reputation of teaching innovation, award winning students and novel and impactful research, is the goal of my chairship and the purpose of this stakeholder-constructed strategic plan. You are the people, the staff, the faculty, the students, who inspired the concepts, objectives and strategies encompassed in this document. You have worked to provide the Department as a whole with a way forward that will shape the next decade and more of our academic direction.

Because the ideas, goals and strategies in this document came from all of you and from our Department partners and stakeholders, it becomes a shared framework to guide us on next steps and on how to strategize in future iterations of such planning processes. Because it is yours, it will belong to the people who will follow all of you as our great research and teaching enterprise continues to evolve.

It has been my pleasure to work with all of you in the construction of our first strategic plan, and I look forward to the future of the Department and to being able to provide input on future directions and address challenges as we continue on in this great endeavour of using biology to shape our ever changing world.

Dr. Michael W. Caldwell, Ph.D.
Professor and Chair
Department of Biological Sciences
University of Alberta

STRATEGIC PLANNING PROCESS

From the opening moments of the strategic planning project with the Department of Biological Sciences, the Planning Core Team intentionally sought broad and meaningful input from their colleagues. From the first discovery meeting one year ago, to the launch of implementation in the fall of 2018, the Planning Core Team continues to demonstrate an exemplary commitment to seek maximum engagement of Department colleagues. Two surveys, one Department retreat, two days of one-on-one conversations and almost 1,200 hours of project effort produced a strategic plan that reflects the diverse teaching and research priorities of the Department.

The goals and objectives in the strategic plan resonate with a voice that reflects the breadth of the research disciplines in the Department; a voice which calls for engagement of all stakeholders of the Department, students, government, and the global community.

During the planning retreat in February 2018, attending participants identified the shared values of the Department. The collection of values identified in that session informed the objectives of the plan, and most significantly, the vision for the Department. In our work with strategic planning projects on campus, this is the first time that shared values so deeply influenced the finished plan.

We commend the Chair, the Planning Core Team, and the members of the Department of Biological Sciences for their unwavering support to develop a strategic plan that articulates an identifiable and measureable path towards a preferred future. The Core Team invested hundreds of hours reading survey inputs, listening to colleagues, and carefully crafting goals and objectives to create a strategic plan that would serve as the roadmap for implementing strategic change in the Department.

In the coming months, the implementation of the strategic plan takes shape. The Department can look forward to continued innovation and unique approaches for engaging all stakeholders in the implementation and measurement of momentum and collective accomplishments, as together you take steps to bring the conversations into reality.

It was our pleasure to provide facilitation to the development of the strategic plan, and we wish you every success as you inspire discovery for a better world.

Dale Reesor
Megan McDougald
Alan Day
Organizational Health and Effectiveness
University of Alberta Human Resources
OUR VISION
“Inspire Discovery for a Better World.”
OUR VALUES

Pioneerism & Innovation
Pursuing truth, understanding and meaning to solve problems, increase value and respond to stakeholder needs.

Knowledge / Insight
Investigating and contemplating the nature of truths and principles in one’s area of expertise for gaining new insights, solutions and services.

Adaptability
Feeling energized by generating and completing tasks, activities and projects and achieving established goals and expectations.

Community
Maintaining a safe workplace while demonstrating our shared values in mutually invested teams.

Service
Encourage meaningful work by helping people to be motivated to use their unique capabilities to contribute to the organization.
Revitalize Faculty and Staff

**VISION**

- Realize our people potential.
- Build our community.
- Share understanding of process and decision making.
- Connect with global community.
- Understand, protect and shape our world with Biology.

**INNOVATION**

- Identify and rise to big challenges together.
- Build our community.
- Provide students pathways to meaningful outcomes.
- Realize our people potential.
- Share understanding of process and decision making.

**PEOPLE**

- Foster greater engagement.
- Promote a culture of mutual respect.
- Embrace a culture of genuine accountability.
- Discover and share skills and knowledge.

**INTERNAL PROCESSES**

- What we must improve upon internally to meet our client / stakeholder expectations (Objectives.)

**CLIENT / STAKEHOLDER**

- The client and stakeholder expectations we are working to fulfill (Goals.)

**VALUES**

- Internal Processes
- People
- Values
- Operational Excellence
- Stakeholder Relationship
- Faculty of Science
- For the Public Good

**Legend and Glossary**

**INSTITUTION**

The connections we are trying to make to the institution. How we align our efforts to the next level up in the institution.

**CLIENT / STAKEHOLDER**

The client and stakeholder expectations we are working to fulfill (Goals.)

**INTERNAL PROCESSES**

What we must improve upon internally to meet our client / stakeholder expectations (Objectives.)

**PEOPLE**

The tools (competencies, training and culture) our people need to learn, innovate and accomplish the objectives listed in the internal processes.
MOVING FORWARD

This Departmental strategic plan, built upon the foundation of our shared values, charts our collective course for the next four years. This plan is focused upon our three “pillars”: promoting student success, revitalizing faculty and staff, and broadening engagement, and these pillars provide the framework which will guide us as we undertake the work required to achieve our objectives, in our steadfast pursuit of excellence and innovation in our teaching and research enterprise.

It is clear that a department with such diversity in research breadth, with a legacy of teaching innovation and research excellence, requires a strategic and focused approach to resource allocations going forward. The leadership team of this Department is entirely committed to this strategic plan, and to its implementation and invites every member of this Department to play a role to ensure we meet with success.

The leadership team of this Department is sincerely grateful for the thoughtful feedback and participation to date, and looks forward to welcoming the entire Department to our September 6, 2018 launch of this plan. With this roll out, we invite all those interested in participating fully in ongoing working groups as we tackle each of these objectives.

The Executive Committee wishes to thank the 56 members of the Department who attended our Strategic Planning session on February 1st, 2018.

Department of Biological Sciences
Strategic Planning Core Team
Dr. Michael Caldwell - Chair
Dr. David Coltman - formerly Associate Dean, Research (Faculty of Science)
Dr. Jocelyn Hall - Associate Chair, Undergraduate
Dr. Tracy Raivio - Associate Chair, Graduate
Dr. Keith Tierney - Associate Chair, Research
Dianne Payeur - Assistant Chair, Administration

Organizational Health and Effectiveness, University of Alberta
Dale Reesor - OHE Program Advisor
Megan McDougald - Strategic & Transformational Change Consultant
Alan Day - Senior Advisor, Transformational Change

One-on-one Strategic Planning Conversations
Christine Williams
JC Cahill
Glen Uhrig
Ted Allison
Maya Evenden
Lisa Stein
Felix Sperling
Greg Goss
Mark Wolansky
Amy Masand
Damien Cirelli
Heather Proctor
Declan Ali
Christianne Nylund
Braden Barr
Mike Belosevic
Corey Davis