COMPREHENSIVE INSTITUTIONAL PLAN
ADDENDUM

2017-2020

GOAL 1: BUILD a diverse, inclusive community of exceptional students, faculty, and staff from Alberta, Canada, and the world.

OBJECTIVE 1: Build a diverse, inclusive community of exceptional undergraduate and graduate students from Edmonton, Alberta, Canada, and the world.

STRATEGY	DESCRIPTION	EXPECTED OUTCOME	EXPECTED COMPLETION DATE	CIP ALIGNMENT
National recruitment strategy (Obj 1, Str i)	Develop and implement an undergraduate and graduate recruitment strategy to attract top students from across diverse communities in Alberta and Canada, leveraging our strengths as a comprehensive research-intensive, multi-campus university offering francophone and rural liberal arts programming.	Enhanced diversity of the student body to more closely reflect the demographic diversity of Alberta and Canada while continuing to attract top students and serve the needs of Albertan learners.	2025	Accessibility G3, P9, EO6
Indigenous student recruitment and retention strategy (Obj 1, Str ii)	Develop and implement an undergraduate and graduate recruitment and retention strategy to attract Indigenous students from across Alberta and Canada.	Increase the number of Indigenous students to more closely reflect their demographic representation in the Alberta population. Improve retention of Indigenous students to match retention for other groups in the same cohorts.	2025	Accessibility G3, P10, EO6, EO7
International recruitment strategies (Obj 1, Str iii)	Optimize our international recruiting strategies to attract well-qualified international students from regions of strategic importance, and enhance services and programs to ensure their academic success and integration into the activities of the university.	Enhanced diversity of the international student body and increased rates of success among those students.	2020	Accessibility G3, P7, EO6
Student financial supports (Obj 1, Str iv)	Ensure that qualified undergraduate and graduate students can attend the university through the provision of robust student financial support.	This strategy directly supports other initiatives to enhanced the diversity and inclusiveness of the student body while continuing to attract top students and serve the needs of Albertan learners.	2025	Accessibility G3, P8, EO6
PERFORMANCE MEASURES				
Composition of student body: percentage of the student body from Alberta (excluding Edmonton); percentage of students from out-of-province; percentage of indigenous students				Accessibility PM1

OBJECTIVE 2: Create a faculty renewal program that builds on the strengths of existing faculty and ensures the sustainabledevelopment of the University of Alberta's talented, highly qualified, and diverse academy.

STRATEGY	DESCRIPTION	EXPECTED OUTCOME	EXPECTED COMPLETION DATE	CIP ALIGNMENT
Attract and retain diverse faculty (Obj 2 Str i)	Attract and retain a diverse complement of faculty and post-doctoral fellows from around the world, with initial focus on increasing the proportion of assistant professors.	Renewal of the professoriate, increased diversity and optimized balance of ranks. Hiring of individuals with diverse backgrounds expands our available conceptual tools, leading to a more creative academy.	2025	Accessibility G4, EO4
Improved equity and diversity practices for recruitment and support of the professoriate (Obj 2 Str ii)	Review, improve, and implement equity processes and procedures for recruiting and supporting faculty to ensure a balanced academy, representative of women, visible minorities, sexual and gender minorities, Indigenous peoples, and people with disabilities.	Enhanced support for equity, diversity and inclusion promotes university values, ensures that the professoriate more closely reflects the community at large, and enhances the intellectual diversity of the academy.	2020	Accessibility G4, P6, EO4, EO5

PERFORMANCE MEASURES

Proportion of professoriate at rank of Assistant Professor. Composition of faculty (gender, indigenous, visible minority, disability status). Note: Data is only available for continuing, operating-funded positions. Data is self-reported.	Quality PM1 Accessibility PM2

OBJECTIVE 3: Support ongoing recruitment and retention of a highly-skilled, diverse community of non-academic and administrative staff by enriching the University of Alberta's working environment.

STRATEGY	DESCRIPTION	EXPECTED OUTCOME	EXPECTED COMPLETION DATE	CIP ALIGNMENT
Improved equity and diversity practices for recruitment of the non-academic and administrative staff (Obj 3 Str ii)	Review, improve, and implement equity processes and procedures for recruiting and supporting staff to ensure that all categories of staff are representative of women, visible minorities, sexual and gender minorities, Indigenous peoples, and people with disabilities.	Development of a baseline and continuous assessment of faculty, staff and postdoctoral fellow engagement to enable the University to develop strategies, programs and services that target our specific needs.	2020	Accessibility G4, P6, EO4

PERFORMANCE MEASURES

Composition of faculty (gender, indigenous, visible minority, disability status). Note: Data is only available for continuing, operating-funded positions. Data is self-reported.Employee engagement data is not currently available, pending the development of an employee engagement survey instrument through the implementation of For the Public Good.	Accessibility PM2

OBJECTIVE 4: Develop, in consultation and collaboration with internal and external community stakeholders, a thoughtful, respectful, meaningful, and sustainable response to the report of the Truth and Reconciliation Commission of Canada.

STRATEGY	DESCRIPTION	EXPECTED OUTCOME	EXPECTED COMPLETION DATE	CIP ALIGNMENT
Foster participation in reconciliation (Obj 4, Str i)	Foster learning opportunities across our campuses that enable student, staff, and faculty participation in reconciliation	Increased understanding of and inclusion of First Nation, Metis and Inuit perspectives. Increased awareness, understanding and commitment to find the path forward in a complicated relationship with Indigenous peoples.	2020	Accessibility G2, P5, EO3
Build the Maskwa House of Learning (Obj 4, Str ii)	Build the Maskwa House of Learning as a place of understanding, welcome, and cultural connection, where Indigenous and non-Indigenous students together can grow and celebrate the unique and proud histories of Indigenous peoples, and where Indigenous students can access social, cultural, and spiritual supports that enable their academic success.	Construction of the Maskwa House of Learning, pending receipt of funding.	2019	Accessibility G2, P4, EO3

OBJECTIVE 6: Build and support an integrated, cross-institutional strategy to demonstrate and enhance the University of Alberta's local, national, and international story, so that it is shared, understood, and valued by the full University of Alberta community and its many stakeholders.

STRATEGY	DESCRIPTION	EXPECTED OUTCOME	EXPECTED COMPLETION DATE	CIP ALIGNMENT
Communicate the impact of the University of Alberta (Obj 6, Str iii)	Communicate, using both quantitative and qualitative evidence, how the University of Alberta serves as a cornerstone of the community bringing widespread economic and societal benefits to all Albertans, as well as to national and international partners and stakeholders	Increased community awareness of the university and its social, economic, and historical contributions to the province, the country and the world. Ongoing advocacy and increased pride in the institution among key stakeholders and the community at large, achieved through engagement with and exposure to U of A scholars and the work of the University.	2019	Accountability G18, P2, EO3, EO4

PERFORMANCE MEASURES

Media impact: mentions and reach. These metrics will be supplemented through qualitative reporting and relevant web analytics and qualitative reporting related to stakeholder relationship impact.				Accountability PM1

GOAL 2: EXPERIENCE diverse and rewarding learning opportunities that inspire us, nurture our talents, expand our knowledge and skills, and enable our success.

OBJECTIVE 7: Increase graduate and undergraduate students' access to and participation in a broad range of curricular experiential learning opportunities that are well-integrated with program goals and enrich their academic experience.

STRATEGY	DESCRIPTION	EXPECTED OUTCOME	EXPECTED COMPLETION DATE	CIP ALIGNMENT
Increase experiential learning opportunities (Obj 7, Str i)	Increase students' experiential learning through mutually beneficial engagement with community, industry, professional, and government organizations locally, nationally, and internationally.	Enhanced and strengthened experiential learning opportunities for students achieved through the development of an institutional needs assessment, inventory, and informational resource for students.	2019	Quality G12, P2, EO5
Expand professional development opportunities (Obj 7, Str iii)	Expand professional development (PD) opportunities for graduate students and post-doctoral fellows	Increased access to and use of professional development opportunities for graduate students and post-doctoral fellows to support their job market competitiveness, including through internship programs, events and workshops, and on-line resources to improve their ability to compete in the global employment market.	2019	Quality G12, P3, EO4

PERFORMANCE MEASURES

High-Impact Practices (National Survey of Student Engagement – NSSE) Note: NSSE is currently administered on three-year intervals; the next administration will take place in 2017. This administration will be used as a baseline for setting future targets. Employment outcomes two years after graduation: employment rate and mean income by degree level (Alberta Graduate Outcomes Survey – GOS) Note: The GOS is administered biennially. Data from the 2016 administration will be reported when available. This administration will be used as a baseline for setting future targets. An overview of professional development opportunities and resources available to graduate students and postdoctoral fellows will be reported in the narrative section of the Annual Report accompanying this Goal.	Quality PM6, PM7

OBJECTIVE 8: Create and facilitate co-curricular and extracurricular learning experiences for undergraduate and graduate students that enable their self-discovery and give them the skills to use their talents, creativity, and curiosity to contribute as future citizens and leaders.

STRATEGY	DESCRIPTION	EXPECTED OUTCOME	EXPECTED COMPLETION DATE	CIP ALIGNMENT
More residential spaces for students (Obj 8, Str i)	Increase the opportunities for all undergraduate and graduate students to experience the benefits of living on campus, including guaranteeing the offer of a place in residence to every first-year undergraduate student	An enriched student academic experience through the linkage of learning with other aspects of their lives such as a residential experience through the completion of 760 bed spaces on the Lister Hall site and in East Campus Village. Housing in on-campus residences supports student success and enhances access for rural, Indigenous, under-represented and international students.	2018	Accessibility P3, EO2

PERFORMANCE MEASURES

Percentage of full-time students living in purpose-built student housing where these is intentional programming		Accessibility PM3

OBJECTIVE 9: Enhance, support, and mobilize the unique experiences and cultures of all University of Alberta campuses to the benefit of the university as a whole.

STRATEGY	DESCRIPTION	EXPECTED OUTCOME	EXPECTED COMPLETION DATE	CIP ALIGNMENT
Augustana Campus as a leading liberal arts college (Obj 9, Str i)	Facilitate and deepen inter-campus connections, communication, and collaborations with Augustana Campus, and ensure that it is strengthened as a leading a liberal arts college, and as a living laboratory for teaching and learning innovation, to the benefit of the entire university.	Development of an action plan to identify and strengthen the unique opportunities presented by our multi-campus environment through connections, communication, and collaborations.	2020	Coordination G15, P6, EO4
Campus Saint-Jean as a destination of choice for francophone and bilingual students (Obj 9, Str ii)	Highlight and strengthen the role that Campus Saint-Jean plays in reflecting and reinforcing the linguistic duality of Canada as well as the worldwide multi-ethnic Francophonie, by positioning the university locally, nationally, and internationally as a destination of choice for francophone and bilingual students, and by progressively improving Faculté Saint-Jean students' and applicants' access to French-language services.			Accessibility P11 Coordination G15, EO4

Enhance collaborative, community-based learning activities (Obj 9, Str iii)	Enhance collaborative, community-based learning activities and build on the relationships that have been developed through the programs offered at Enterprise Square and South Campus.			Coordination G15, P5, EO4

PERFORMANCE MEASURES

A summary of multi-campus initiatives will be reported in the narrative section of the Annual Report accompanying this Goal.

GOAL 3: EXCEL as individuals, and together, sustain a culture that fosters and champions distinction and distinctiveness in teaching, learning, research, and service.

OBJECTIVE 12: Build a portfolio of signature research and teaching areas where the University of Alberta is or will be recognized as a global leader.

STRATEGY	DESCRIPTION	EXPECTED OUTCOME	EXPECTED COMPLETION DATE	CIP ALIGNMENT
Identify and support Signature Areas (Obj 12, Str i)	Develop a process to identify and support established and emerging Signature Areas of Research and Teaching.	Defined process identifying "signature", as well as emerging, areas of teaching and research excellence to be nurtured and strengthened for the future.	2017	Quality G8, P1, EO1

PERFORMANCE MEASURES

Consistent with the 2016 reporting guidelines, the Research, Applied Research, and Scholarly Activities section of the university's Annual Report will report on the launch of signature research and teaching areas and on key partnerships and research impacts.

OBJECTIVE 13: Enable University of Alberta researchers to succeed and excel.

STRATEGY	DESCRIPTION	EXPECTED OUTCOME	EXPECTED COMPLETION DATE	CIP ALIGNMENT
Maintain and pursue partnerships across the global academy (Obj 13, Str ii)	Maintain and pursue partnerships across the global academy to expand research and/or funding opportunities for our researchers and thus increase their capacity for success.	Enhancement of meaningful research partnerships between the U of A and stakeholders.	Ongoing	Quality G9, EO2 Coordination P3
Funding for the operation and evolution of research facilities (Obj 13, Str iv)	Secure and sustain funding for the continuous evolution and operation of research facilities and resources to meet the changing needs of our broad-based research community.	Through partnerships with the Federal and Provincial governments, undertaking laboratory renewal projects that will modernize the facilities to support the research and learning environments on the Augustana Campus and at Campus Saint-Jean (supported by the Post-Secondary Institutions Strategic Investment Fund (SIF)).	2017	Quality G9, P8, EO2, EO6

PERFORMANCE MEASURES

Sponsored research funding: total and U15 rank (all sources and Tri-Council). Citation impact. Research and teaching awards (Canada Research Chairs and 3M Teaching Awards)	Quality PM2, PM3, PM4

OBJECTIVE 14: Inspire, model, and support excellence in teaching and learning.

STRATEGY	DESCRIPTION	EXPECTED OUTCOME	EXPECTED COMPLETION DATE	CIP ALIGNMENT
Foster innovation in teaching (Obj 14, Str i)	Foster, encourage, and support innovation and experimentation in curriculum development, teaching, and learning at the individual, unit, and institutional levels.	Increased instructor access to training and mentorship, and uptake of new models for instructional design, assessment, and teaching by the professoriate.	2020	Quality G13, P5, EO8
Provide tools and supports to assess teaching quality (Obj 14, Str iii)	Provide robust supports, tools, and training to develop and assess teaching quality, using qualitative and quantitative criteria that are fair, equitable, and meaningful across disciplines.	Implementation of a Good Supervision awareness campaign and Graduate Student Management System encouraging collegial models of supervision and mentorship.	2018	Quality G13, P6, EO3

PERFORMANCE MEASURES

Student-reported experience with faculty (National Survey of Student Engagement – NSSE) and graduate student satisfaction (Canadian Graduate and Professional Student Survey – CGPSS) Note: NSSE is currently administered on three-year intervals; the next administration will take place in 2017. This administration will be used as a baseline for setting future targets. A qualitative report on significant teaching innovation and supports will be provided in the university's Annual Report.	Quality PM5

OBJECTIVE 15: Foster a culture of excellence by enriching learning and professional development opportunities for staff, faculty, and post-doctoral fellows.

STRATEGY	DESCRIPTION	EXPECTED OUTCOME	EXPECTED COMPLETION DATE	CIP ALIGNMENT
Access to professional development (Obj 15, Str i)	Expand access to professional development programs and learning opportunities for staff, faculty, and post-doctoral fellows.	Enhanced professional development supports the delivery of high quality academic and administrative functions by improving employee engagement and retention.	2020	N/A (does not correspond to CIP Guideline principle definitions)

PERFORMANCE MEASURES

Employee engagement data is not currently available, pending the development of an employee engagement survey instrument through the implementation of For the Public Good.

GOAL 4: ENGAGE communities across our campuses, city and region, province, nation, and the world to create reciprocal, mutually beneficial learning experiences, research projects, partnerships, and collaborations.

OBJECTIVE 16: Enhance, increase, and sustain reciprocal, mutually beneficial community relations, community engagement, and community-engaged research and scholarship that will extend the reach, effectiveness, benefit, and value of our university-community connections.

STRATEGY	DESCRIPTION	EXPECTED OUTCOME	EXPECTED COMPLETION DATE	CIP ALIGNMENT
Engage with partners to address shared challenges (Obj 16, Str iii)	Engage with government, community, industry, business, and the post-secondary sector to address shared local, provincial, national, and global challenges, building on the success of collaborative projects like the Future Energy Systems Research Initiative (FESRI).	Development of mutually beneficial projects that strengthen reciprocal relationships with external stakeholders though community engagement (including formal partnerships with provincial government bodies and the City of Edmonton, ongoing relationships with over 150 community service-learning partners, and expanded alumni outreach to graduates from the past decade).	2020	Coordination G16, P4, E03
Welcome community access (Obj 16, Str v)	Welcome increased community access, participation, and engagement at all University of Alberta sites, such as our downtown campus at Enterprise Square and our sports facilities at South campus.	Development of shared infrastructure to foster the health, talent, skills and creativity of Edmonton's people, benefitting both the university and its community partners. Exploration of opportunities for expanding art, design and music education and research in the core of Edmonton. Development of the South Campus Community Twin Arenas project will provide needed space for academic, varsity and recreational sport activities.	2021	Coordination G16, P5, E05

PERFORMANCE MEASURES

Student-reported citizenship development (NSSE) Note: NSSE is currently administered on three-year intervals; the next administration will take place in 2017. This administration will be used as a baseline for setting future targets.	Coordination PM1
Delivery of capital plan priorities: South Campus Community Twin Arenas; scoping to meet Faculty of Arts needs through renewal and/or development of "urban village" concept in downtown Edmonton.	Coordination PM2

OBJECTIVE 17: Facilitate, build, and support interdisciplinary, cross-faculty, and cross-unit engagement and collaboration.

STRATEGY	DESCRIPTION	EXPECTED OUTCOME	EXPECTED COMPLETION DATE	CIP ALIGNMENT
Foster interdisciplinary collaboration (Obj 17, Str i)	Identify and remove systemic barriers to interdisciplinary, and where necessary, expand or create policies, resources, infrastructure, and strategies to encourage and reward academic and administrative partnerships and collaborations.	Development of an action plan for supporting and expanding interdisciplinary activities, beginning with an inventory of successes and challenges, an environmental scan, and a review of best practices.	2020	Quality G10, P4, EO7

PERFORMANCE MEASURES

Key activities will be reported in the Research, Applied Research and Scholarly Activities section of the university's Annual Report, as per the 2016 reporting guidelines.

OBJECTIVE 18: Seek, build, strengthen and sustain partnerships with local, national or international research agencies, governments, government ministries and agencies, universities, Indigenous communities, libraries, not-for-profits, industry, business, and community organizations.

STRATEGY	DESCRIPTION	EXPECTED OUTCOME	EXPECTED COMPLETION DATE	CIP ALIGNMENT
Leadership within the post-secondary sector (Obj 18, Str i)	Provide leadership in Alberta's post-secondary sector and support integration, collaboration, and partnership across the province's six-sector model to the benefit of all Albertans, through collaborations including but not limited to: project management support for Norquest college capital expansion; hosting of Olds College PeopleSoft financial system; coordinated commercialization activities between TEC Edmonton and NAIT.	Identification of opportunities for new and/or enhanced shared administrative services through discussions with the Government of Alberta and Campus Alberta institutions.	Ongoing	Coordination G14, P1, EO1
Engage provincial partners and government agencies (Obj 18, Str v)	Work closely with key provincial partners and government agencies, including members of Campus Alberta, Alberta Health Services, Alberta Innovates, The Alberta Library, NEOS, etc., to undertake mutually beneficial research, and where possible, coordinate, streamline, and deliver shared systems, services, and processes to the benefit of all Albertans.	Enhancement of research partnerships supporting resource management, environmental stewardship, and healthy communities (see Appendix C)	2019	Coordination G14, P3, EO2

PERFORMANCE MEASURES

A qualitative report on key partnership initiatives will be provided in the university's Annual Report.

GOAL 5: SUSTAIN our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.

Objective 19: Prioritize and sustain student, faculty, and staff health, wellness, and safety by delivering proactive, relevant, responsive and accessible services and initiatives.

STRATEGY	DESCRIPTION	EXPECTED OUTCOME	EXPECTED COMPLETION DATE	CIP ALIGNMENT
Institutional health and wellness strategy (Obj 19, Str i)	Develop an integrated, institution-wide health and wellness strategy, which increases the reach and effectiveness of existing health, mental health and wellness resources, programs, and services, and promotes resilience and work-life balance.	Infuse health into everyday operations, business practices and academic mandates through the launch of an integrated health and wellness strategy to support the health, wellbeing and safety of the university community.	2017	Accessibility G1, P1, EO1

PERFORMANCE MEASURES

An overview of relevant initiatives, activities, partnerships and programs in this area, including a report on the status of university wellness initiatives, will be reported in the narrative section of the Annual Report accompanying this Goal.

OBJECTIVE 20: Continue to build and support an integrated approach to social, economic, and environmental sustainability that incorporates teaching and learning, research, outreach, capacity building, and the operations that support them.

STRATEGY	DESCRIPTION	EXPECTED OUTCOME	EXPECTED COMPLETION DATE	CIP ALIGNMENT
Integrate sustainability into teaching, learning, and research (Obj 20 Str i)	Integrate sustainability into teaching, learning, research, and outreach in ways that fosters critical, interdisciplinary, long-term, and systems thinking on sustainability.	Continued advancement of the three pillars of sustainability – environmental, economic, and social – through action to "green" UofA activities, to reduce energy demands, and to promote sustainability across all university activities.	2020	Affordability G7, P3, EO2

PERFORMANCE MEASURES

STARS Rating. The Sustainability Tracking, Assessment and Rating System (STARS) is an integrated assessment of institutional sustainability. The university targets a Gold rating.		Affordability PM2

OBJECTIVE 21: Encourage continuous improvement in administrative, governance, planning, and stewardship systems, procedures, and policies that enable students, faculty, staff, and the institution as a whole to achieve shared strategic goals.

STRATEGY	DESCRIPTION	EXPECTED OUTCOME	EXPECTED COMPLETION DATE	CIP ALIGNMENT
Improved transparency, consultation, and communication (Obj 21 Str i)	Encourage transparency and improve communication across the university through clear consultation and decision-making processes, substantive and timely communication of information, and access to shared, reliable institutional data.	Transparency and communication, and timely and effective access to services and systems, support the engagement of the university's full range of intellectual diversity in advancing university goals.	2020	Affordability P2 Coordination G17

Access to university services and systems (Obj 21, Str iv)	Facilitate easy access to and use of university services and systems; reduce duplication and complexity; and encourage cross-institutional administrative and operational collaboration.		Ongoing	Coordination G17, P7
Accountability measures (Obj 21, Str v)	Develop a set of equitable, meaningful, and relevant measures to monitor our progress towards strategic goals and develop the tools required to report on them.	Enables the university to satisfy accountability requirements and expectations for key stakeholder communities.	2018	Accountability P1, EO1

PERFORMANCE MEASURES

Any major initiatives will be reported in the narrative section of the Annual Report accompanying this Goal.

OBJECTIVE 22: Secure and steward financial resources to sustain, enhance, promote, and facilitate the university's core mission and strategic goals.

STRATEGY	DESCRIPTION	EXPECTED OUTCOME	EXPECTED COMPLETION DATE	CIP ALIGNMENT
Seek and secure resources (Obj 22, Str i)	Seek and secure resources needed to achieve and support our strategic goals.	Continued optimization of the university's financial resources, including the management of endowments, to support long-term institutional sustainability.	2018	Affordability G6, P1
Sustainable budget model (Obj 22 Str ii)	Ensure a sustainable budget model to preserve and enhance our core mission and reputation for excellence in teaching, learning, research, and community engagement.	Demonstration of strong financial stewardship through the implementation of a revised budget model to demonstrate the alignment of financial resources with university objectives.	2019	Accountability P3, EO2
Responsible stewardship (Obj 22, Str iii)	Ensure responsible and accountable stewardship of the university's resources and demonstrate to government, donors, alumni, and community members the efficient and careful use of public and donor funds.	Demonstration of strong financial stewardship through the implementation of a revised budget model to demonstrate the alignment of financial resources with university objectives.	2019	Accountability G19, EO2

PERFORMANCE MEASURES

Net Operating Revenues Ratio. This is a core measure of financial sustainability and provides an indication of the extent to which the university is generating positive cash flows. The university's Audited Financial Statements and accompanying analysis are the foundational reporting mechanisms for goals and initiatives related to financial stewardship.

OBJECTIVE 23: Ensure that the University of Alberta's campuses, facilities, utilities, and information technology infrastructure can continue to meet the needs and strategic goals of the university.

STRATEGY	DESCRIPTION	EXPECTED OUTCOME	EXPECTED COMPLETION DATE	CIP ALIGNMENT
Secure and sustain funding optimize the use of campus infrastructure (Obj 23, Str i)	Secure and sustain funding to plan, operate, expand, renew, and optimize the use of campus infrastructure to meet evolving teaching and research priorities	Provision of new teaching, academic and administrative space at the heart of the North Campus through the renewal of the historic Dentistry/Pharmacy building, allowing the university to reuse a significant asset that is currently unoccupied due to its condition. Pursuit of a solution to meeting program outcomes in Faculty of Arts through one of two identified alternatives: renovation and repurposing of existing space combined with construction of purpose-built space on North Campus; or location of Music and Arts and Design with the "Urban Village" concept in downtown Edmonton, a project that is being led by the Edmonton Galleria Foundation.	2028 (multi-phased)	Affordability G5
IT solutions and enhancements (Obj 23, Str iii)	Provide effective IT solutions and enhancements that enable secure and reliable delivery of high-quality programs and services.	Launch of key IT solutions and enhancements that enable secure, efficient and reliable delivery of high-quality programs and services, including analytics, budgeting and planning, student, financial, and human resource management.	2018	N/A

PERFORMANCE MEASURES

Major infrastructure investments will be reported in the Capital Plan section of the university's Annual Report, as per the 2016 reporting guidelines. Major enhancements in the university's information technology and data infrastructure will be reported in the Information Technology section of the university's Annual Report, as per the 2016 reporting guidelines.