



UNIVERSITY OF  
CALGARY

# SENATE

**STRATEGIC PLAN 2019-23**



Approved by Senate June 17, 2019



## CHANCELLOR'S MESSAGE

I am very pleased to present the University of Calgary's Senate Strategic Plan!

It is the product of a collaborative and focused effort that received input from the UCalgary community, including students, alumni, faculty, staff and volunteers.

The plan was developed to reflect the vision and intent of the University's *Eyes High* strategy and is in keeping with the Senate mandate to support the activities of UCalgary within the broader community.

**Deborah Yedlin**  
Chancellor, University of Calgary



The University of Calgary is a global intellectual hub located in Canada's most enterprising city. In our spirited, high-quality learning environment, students thrive in programs made rich by research, hands-on experiences and entrepreneurial thinking. Our strategy drives us to be recognized as one of Canada's top five research universities, engaging the communities we both serve and lead. This strategy is called *Eyes High*, inspired by the university's Gaelic motto, which translates as 'I will lift up my eyes.' For more information, visit [ucalgary.ca/eyeshigh](http://ucalgary.ca/eyeshigh)

# SENATE STRATEGIC PLAN

## Vision

We will be recognized and valued as community connectors, conveners and champions for the University of Calgary.

**Turning THEY into WE wherever we are — UCalgary — our place!**

## Mission

We are volunteer ambassadors connecting UCalgary's expertise and achievements to the community through meaningful engagement and advocacy in support of the university's strategic direction.

**As UCalgary ambassadors, we connect, engage, advocate and influence.**

## Values

### Community

Turning 'they' into 'we' by making UCalgary everyone's place.

### Leadership

Demonstrating leadership through relevant and authentic engagement.

### Inspiration

Striving to inspire others by sharing mutual accomplishments and opportunities.

### Collaboration

Working together to build relationships and create thoughtful dialogue on campus and in the community.

## Overall strategy

The Senate harnesses talent, relationships, and experience to support and advance UCalgary's strategic direction in partnership with the community.



# UNIVERSITY OF CALGARY SENATE 2018-19

*Back:* Vincenzo Aliberti, John Howard, Kate Wood, Paula Bernat, Jim McNeil, Colleen Pound, Rick Buckley, Wesley Ernst, Glenn Tibbles, Rahim Sajan, Miriam Berchuk, Mark Herman

*Middle:* Jayashree Thatte Bhat, Diane Kenyon, Loreen Gilmour, Shirley Kine, Catherine Pryce, Gijs van Rooijen, Marcela Lopes, Biba Tharp, Allan Lyons, Mary Ellen Neilson, Jacqueline Jenkins, Tim Meagher, TJ Zhang, Jacqueline Engstrom, Diane Field, Lawna Hurl, Rob Ferguson, Mike Barbero, Steve Worthington, Micheline Maylor, Penny Werthner, Arlene Ponting, Kamaal Zaidi

*Front:* Laura Flinkfelt, Sarah Eaton, Lauren Bell, Kevin Dang, Nabila Farid, Alisha Gordon, Alyx Nanji, Deborah Yedlin, Anayat Sidhu, Rishi Nagar, Bill Chomik, Liana Appelt



## Two key drivers of the Senate strategy // Challenges we need to address

- Clarify the Senate's unique role in support of the University of Calgary and its strategic direction
- Amplify the Senate as a key volunteer resource that connects, convenes and champions the community on behalf of the university

## Senate stakeholders

- **Internal:** faculty, staff, students, and volunteers
- **External:** alumni (UCalgary and Senate), potential students, community members, donors, business, not for profit and government stakeholders

# STRATEGIC GOALS AND METRICS

## GOAL

### Foster community awareness of and commitment to the university

- Identify key community stakeholders in alignment with the University Engagement Strategy to develop and maintain mutually beneficial, two-way relationships
- Develop an outreach plan in alignment with UCalgary's community engagement activities
- Work with the Advancement team to further Senate's contribution to the university community — and the community at large — by forging meaningful partnerships
- Partner with the Advancement team to identify opportunities to connect with local communities

## METRICS

- Assess the potential and actual impact of Senate engagement activities using the REAP (Reciprocity, Externalities, Access and Partnership) evaluation tool methodology currently used at UCalgary, proactively defining the measures and associated outcomes desired by Senate

## GOAL

### Foster Senate's relationships and visibility with students, faculty, staff and alumni

- Increase opportunities for awareness and connection between Senators and students, faculty, staff and alumni (University, Senate and other volunteer alumni)
- Maximize Senator awareness and connection with university activities, academic programs and research

## METRICS

- Survey quarterly to track how many touchpoints each Senator has had and their impact in terms of identifying new opportunities for engagement
- Increase the number of Senator/student mentorship opportunities
- Facilitate connections with student affiliations
- Encourage Senator participation in committees across campus
- Track Senator participation in events and meetings

## GOAL

### Grow Senate's legacy in support of student success

- Support the Advancement team as needed and as appropriate to ensure sustainable funding of scholarships, bursaries and endowments

## METRICS

- Increase year-over-year fundraising revenue
- Increase number of scholarships, bursaries and endowments offered
- Grow donor base
- Ensure donor retention
- Explore new Senate fundraising initiatives in support of the Advancement team

## GOAL

### Enhance Senate's operational excellence to deliver on Senate programs and initiatives

- Commit to governance best practices
- Match Senator skills, talents and interest matrix to university needs
- Develop a robust Senator orientation and mentorship program to ensure engagement of new Senators
- Review opportunities to ensure ongoing Senator engagement throughout their terms
- Define the measures to track operational excellence and program impact using the REAP evaluation tool methodology
- Establish a communications plan for Senate with the appropriate university departments
- Empower Senators with the information and tools to communicate effectively with the community and other stakeholders
- Ensure Senate is adequately resourced to fulfill its role

## METRICS

- Conduct an annual review of the strategic plan in addition to scheduled and completed governance reviews
- Complete and analyze Senate and committee feedback surveys
- Ensure completion of committee work plans on an annual basis
- Create a gap analysis of Senator skills, needs and participation
- Submit an annual budget report to the University Board of Governors
- Hold in camera meetings at all levels of Senate meetings

# TO BE A SENATOR

To be a Senator

You must explore

the ways and means

the plans and schemes

the depths and heights

the rules and rights

of student, faculty, University scope

But there's much more, I hope, I hope.

To be a Senator

You must reveal

to town and country

countless gentry

the knowledge you gain

in playing this game

for youth, for business, for country too,

It's a privilege which comes to but a few.

To be a Senator

You should rejoice

that time and circumstance

gave you the choice

to lend a hand

in destiny's plan

for a University — long desired

And now, at last, acquired.

The Senate's place

Cannot just grace

it has a role

a vital stake

If we would see the vision true

Of greatness, of truth,

On our campus new.

You play your part

I play mine

Together we reach in the fullness of time

A University so strong and wise

That gladly we say

“I will lift up my eyes.”

— *Author unknown*

For more information contact:

Office of the Chancellor and Senate  
Administration Building, A164

University of Calgary  
2500 University Drive NW  
Calgary, AB T2N 1N4  
CANADA

403.220.6581  
[ucalgary.ca/senate](http://ucalgary.ca/senate)