



UNIVERSITY
OF ALBERTA

Collaborative Futures:

THE AUGUSTANA FACULTY
STRATEGIC PLAN 2025-2030



Message from the Dean

This Augustana Faculty strategic plan offers a roadmap for the near future. The title *Collaborative Futures* reflects our aspirations to collaborate with communities in the region and other University of Alberta faculties and departments. The plural “Futures” signals that the plan encompasses more than one potential path forward, each shaped by different collaborative ventures.



In looking to the future, we also recognize our long and rich history. We are rooted in Camrose, proud of our liberal arts tradition and responsive to the evolving educational needs of our students. As a rural-based campus, our ongoing uniqueness is expressed through supportive and intimate learning environments, a strong student experience, community outreach, faculty-led research projects, research centres, experiential learning programs, athletics teams, music groups, Indigenous initiatives, chaplaincy programs and so much more.

Our campus hosts more than one faculty and various university departments, plus a performing arts centre that is jointly operated with the City of Camrose. While recognizing these crucial partnerships, and emerging collaborations, this plan is focused directly on our work within the Augustana Faculty.

The structure of this plan is modelled on the University strategic plan, [*Shape*](#), with three key priorities (education, research and engagement). Building on these areas, we add a fourth priority category to our plan – people – while leaning into commitments that are expressed in [*Braiding Past, Present and Future: University of Alberta Indigenous Strategic Plan*](#); [*Igniting Purpose: The Student Experience Action Plan*](#); [*Forward Together: The University of Alberta People Strategy*](#); and [*Changing the Story*](#).

As a community of scholars and learners, we are also aware that knowledge and understanding are not the exclusive domain of academic programming. As you review the objectives and strategies in this plan, we hope the holistic approach we seek to deploy is evident – an approach that is summarized by our enduring university motto, “the uplifting of the whole people” (Henry Marshall Tory).

John Parkins
Augustana Dean & Executive Officer

Territorial Acknowledgement

The University of Alberta respects the sovereignty, lands, histories, languages, knowledge systems and cultures of First Nations, Métis and Inuit nations. Augustana is located in Treaty 6 territory, at asiniskaw sipisis (Stoney Creek), a travelling route and home to the Maskwacis Nêhiyawak, Niitsitapi, Nakoda, and Tsuut’ina Nations, the Métis and other Indigenous peoples. Their spiritual and practical relationships to the land create a rich heritage for our learning and our life as a community.

Who We Are

Our identity statement offers brief insights into Augustana’s history and situates our evolution as a community-focused faculty at the University of Alberta. Our mission statement anchors the faculty in elements of this distinctive campus context to showcase the strengths and commitment we make to our community of scholars and learners.

IDENTITY

Located in Treaty 6 territory at asiniskaw sipisis (Stoney Creek), the University of Alberta’s Augustana Faculty was founded by Norwegian settlers as Camrose Lutheran College in 1910 to provide advanced educational opportunities for their community. In 2004, this liberal arts college evolved into a faculty and campus of the University of Alberta. Today, our broad mandate for education, research and community outreach remains rooted in the arts and sciences. In collaboration with community and university partners, we welcome learners from all backgrounds to participate in educational experiences that blend theory with practice while encouraging active engagement with each other and our environments.

MISSION

We are committed to providing a distinctive university education through campus experiences, project-based curriculum, multidisciplinary majors and professional programs. Our programs are delivered by a diverse community of scholars who challenge and support students to engage creatively and critically in their studies. Through academic programs and a campus that nurtures belonging and leadership, we aspire to cultivate lifelong learners who ask difficult and important questions and pose innovative solutions for the classroom, for our communities and for the world.

Our Plan

Informed by our identity and driven by our mission, our strategic plan includes four strategic priorities of equal value and importance:

A Place Where People Thrive

Supporting a vibrant campus culture that welcomes and values all

🕒 Objectives:

1. Nurture a community environment that supports the whole person
2. Support a culture of care, ensuring the physical, psychological and cultural well-being of our people is embedded in everything we do

Research that Leads Us Forward

Conducting scholarly research to better understand our world and build our collective futures

🕒 Objectives:

1. Grow awareness of research efforts and successes in addressing local and global challenges
2. Increase capacity to engage in research
3. Encourage involvement of students and communities in our research as co-learners and collaborators

An Education that Serves Students

Providing opportunities for students to acquire the knowledge and skills they need to achieve success and lead purposeful lives

🕒 Objectives:

1. Expand and strengthen academic programs and rural pathways for career advancement and community impact
2. Increase enrolment to support the vitality and sustainability of our academic programs
3. Ensure exceptional, accessible and inclusive experiences that meet the needs of diverse learners

Engagement that Builds Community Success

Honouring our community connections through reciprocal relationships and opportunities

🕒 Objectives:

1. Nurture reciprocal relationships with Indigenous nations and communities in reconciliation-focused initiatives
2. Grow collaborations with local organizations, businesses and industries to support meaningful student engagement in the community
3. Support thriving rural communities by providing a dynamic hub for learning and collaboration
4. Expand and strengthen relationships with key partners, including alumni, donors, community members and industry leaders



A Place Where People Thrive

Augustana is a place to broaden our ideas of where and what a university education can be. Our size and location opens opportunities to new kinds of learners – including lifelong learners, community organizations and campus visitors.

We are only able to do the work we do because of our students, staff, faculty, alumni and community members. They make Augustana what it is. Knowing this, we are committed to creating a space where they can see themselves reflected, connect with others and have their success supported.

🕒 OBJECTIVE 1

Nurture a community environment that supports the whole person

Strategies:

1. Increase opportunities and capacity for social and learning interactions among students, staff, faculty, alumni and community members
2. Recognize excellence and achievement, and celebrate the accomplishments of our people
3. Invest in multifunctional spaces to support vibrant campus life

🕒 OBJECTIVE 2

Support a culture of care, ensuring the physical, psychological and cultural well-being of our people is embedded in everything we do

Strategies:

1. Build capacity for implementing the [Truth and Reconciliation Commission's Calls to Action](#) and engaging in reconciliation
2. Embed [Access, Community and Belonging](#) priorities into the culture of the Augustana community
3. Strengthen efforts to support mental and physical well-being for students, staff and faculty

An Education that Serves Students

Education has the power to transform our lives. At Augustana, we embrace this responsibility. We offer an adaptable and experiential education that supports holistic student development, whether that be for personal, career and/or community-focused purposes.

This is why our programs are rooted in the arts and sciences. Regardless of their diverse academic and professional aspirations, our students benefit from our multidisciplinary focus, which offers broad areas of knowledge and practical skills that transcend individual careers. We do this to help ensure our students' education serves them in whatever shape their future takes.

📍 OBJECTIVE 1

Expand and strengthen academic programs and rural pathways for career advancement and community impact

Strategies:

1. Strengthen Augustana's project-based core curriculum to support a high-impact, multidisciplinary and career-focused education
2. Collaborate with North Campus faculties to provide rural pathways for high-demand programs
3. Build new degree, diploma and certificate programs in response to emerging sustainability and rural challenges
4. Expand and strengthen work-integrated learning opportunities, including new co-operative and sustainability initiatives

📍 OBJECTIVE 2

Increase enrolment to support the vitality and sustainability of our academic programs

Strategies:

1. Establish partnerships with the [Maskwacis Education Schools Commission](#) and other Indigenous communities to support the recruitment, retention and ongoing success of Indigenous students at Augustana
2. Enhance relationships with regional school divisions and colleges to provide opportunities for prospective student engagement
3. Expand U of A partnerships to increase international student recruitment and success
4. Develop new scholarship and funding opportunities to make our university education accessible to more students

📍 OBJECTIVE 3

Ensure exceptional, accessible and inclusive experiences that meet the needs of diverse learners

Strategies:

1. Ensure programs and classrooms support learning and participation for all students
2. Equip faculty members with tools and resources to integrate Indigenous perspectives, histories and methodologies into course content
3. Support responsive and adaptive teaching for more impactful learning experiences

Research that Leads Us Forward

Augustana is home to vibrant and high-impact research, spanning fields such as artificial intelligence, mental health, environmental studies and so much more.

Research helps us better understand our world, innovate, create solutions and plan for the future. Whether conducted by faculty or students, our research is often done collaboratively, across disciplines and in partnership with communities. These collaborations help us gain insight and build momentum on what it takes to address regional and global challenges.

OBJECTIVE 1

Grow awareness of research efforts and successes in addressing local and global challenges

Strategies:

1. Strengthen our partnership with the U of A's [Undergraduate Research Initiative](#)
2. Recognize and celebrate faculty research across all disciplines

OBJECTIVE 2

Increase capacity to engage in research

Strategies:

1. Support the growth of the faculty's research capacity in collaboration with Augustana's research centres ([Alberta Centre for Sustainable Rural Communities](#) and the [Chester Ronning Centre for the Study of Religion and Public Life](#)), the [Augustana Miquelon Lake Research Station](#) and the [Hesje Observatory](#)
2. Enable faculty to maintain multi-faceted and impactful research programs
3. Increase opportunities for Augustana researchers to learn about and connect with institutional support

OBJECTIVE 3

Encourage involvement of students and communities in our research as co-learners and collaborators

Strategies:

1. Increase support for projects undertaken in partnership with Indigenous and rural communities
2. Improve access to research opportunities for students
3. Enhance the local research community with new Augustana graduate programs

Engagement that Builds Community Success

People feel connected to our campus for a variety of reasons. Some are connected through education, athletics or music, others as a result of geography, faith or family history. There may still be other threads of connection that are not captured here. We acknowledge the diversity of these connections and honour them by offering collaborative reciprocity in return.

Our definition of community is therefore broad, encompassing spaces and relationships where we are equipped to make a difference.

🕒 OBJECTIVE 1

Nurture reciprocal relationships with Indigenous nations and communities in reconciliation-focused initiatives

Strategies:

1. Build capacity to host and maintain Indigenous initiatives and events on campus, in partnership with local First Nations and Métis communities
2. Prioritize Indigenous voices and leadership within the faculty's senior administration

🕒 OBJECTIVE 2

Grow collaborations with local organizations, businesses and industries to support meaningful student engagement in the community

Strategies:

1. Foster mutually beneficial relationships with community organizations for student work-integrated learning opportunities
2. Strengthen learning and networking opportunities in partnerships with municipalities, school divisions and businesses

🕒 OBJECTIVE 3

Support thriving rural communities as a dynamic hub for learning and collaboration

Strategies:

1. Increase awareness of Augustana and its learning opportunities for all within the surrounding community
2. Nurture community development through campus strengths in the creative arts, music, athletics and chaplaincy programs
3. Leverage Augustana's research station and centres to strengthen communities through engagement, community outreach and knowledge mobilization
4. Partner with community organizations to advance the [United Nations Sustainable Development Goals](#)

🕒 OBJECTIVE 4

Expand and strengthen relationships with key partners, including alumni, donors, community members and industry leaders

Strategies:

1. Strengthen connections with the City of Camrose, Camrose County and surrounding communities to support collective growth and sustainable development activities
2. Grow alumni engagement through desirable programming while supporting volunteering, recruiting, mentoring and fundraising opportunities
3. Increase awareness of the impacts of philanthropy and volunteering on our students and campus, and communicate ways our community members can contribute to continued success in these areas

Acknowledgements and Next Steps

Work on this plan began at our Augustana Faculty Council workshop in December 2024, with conversations on program effectiveness, partnerships and community collaboration. Another workshop in May 2025 supported revisions to the identity and mission statements. Finally, in the fall of 2025, a series of lunchtime sessions and open calls for feedback provided opportunities for students, staff, faculty and community members to share input into the draft objectives and strategies.

As this document is now finalized, it provides a roadmap for the years ahead and links to a set of concrete actions that give life to the strategies identified. Specific action items will change as opportunities arise, but the objectives and strategies are more enduring. As a community member or an institutional representative, if you seek opportunities for engagement with Augustana, please reach out to us at augdean@ualberta.ca.





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Leading with Purpose.