

Performance Accountability Plan: January 1, 2019 – April 14, 2020
President



Strategic Theme	Impact Statement	Action(s) / Goal(s)	Metric (process / subjective)	% Complete	Explanatory Notes (as appropriate)
Open	Our University reflects a culture of inclusion	(1) Lead and enable the development and roll out an Athabasca University values and culture framework	(a) Values and Culture Framework is complete		A carry forward from 2017/18, the development of a comprehensive and integrated analysis of the constellation of cultural components (i.e., values, beliefs, norms, artifacts) that represent the expected behaviors that support the oneAU culture within the IMAGINE plan.
			(b) Demonstrated resilience (or an increase) in employee engagement		If the 2019 engagement survey demonstrates an improvement over the 2014 survey, the expectation will be to hold or improve employee engagement in 2020. If the 2019 survey does not demonstrate a marked improvement over 2014, then 2020 should.
Open	All learners are welcome	(2) Increased domestic enrolment growth (3) Optimized student affordability in new tuition, fee, and financial support model (4) Explored International enrollment growth	(a) Student Headcount and FLE (AB and Overall)		Development of tuition model and affiliated student financial support model to be rolled out in 2020 or 2021 depending on government policy decisions. Identification of primary target markets for international expansion
			(a) Increased Tuition Affordability index (tuition + fee / provincial income of median families with children and low-income families with children)		
			(b) Development of an AU Tuition Model (incl. Payment Options, Pricing Model, and Market Intelligence input)		
Place	Learners feel part of and supported by the AU community, even when they are not active students	(5) Increased student satisfaction	(a) Student satisfaction with student services		
			(b) Student Satisfaction with learning experience		
Place	Partnerships that enable the creation of value	(6) Lead the development of renewed and/or refined Campus Alberta Partnerships	(a) Two new Campus Alberta partnerships that create mutual value are developed and mobilized		
Place	A learning and research space that reflects the knowledge and values of Indigenous people through cultural affirmation and academic excellence	(7) Support and enable the development of an AU commitment toward purposeful and meaningful engagement with Indigenous communities	(a) AU is purposeful in its practice toward engaging with Indigenous communities		
Norm	Reputation as a leader in quality open and distributed learning	(8) The development, and roll-out of a 50 th year celebration plan	(a) 50 th year plan is complete and initiated		Honoring AU's achievements over the past 50 years and celebrating the future through IMAGINE.

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			(b) Relationships with community leaders, potential donors and volunteers is strengthened, in support of securing social and financial support for institutional priorities.
			(c) Unprompted recognition of Athabasca University in Alberta
Norm	Culture of innovation and creativity evidenced by tangible actions	(9) Enable and support the development of a staged innovation funnel that accelerates the identification and review of innovation at AU.	(a) The development of the Innovation, Design, Engineering, and Architecture (IDEA) Lab Framework
Now	Operational Effectiveness	(10) Digital stability, reliability, security, and recoverability	(a) Office of Auditor General 2013 recommendation removed from Athabasca Scorecard
		(11) Lead the delivery of a financial outcome of +/- 2.5% for the 2018/2019 year	(a) 2018/2019 year end financials at +/- 2.5% of budget (excl. unforeseen revenue & planned surplus & purposeful efficiency realizations)
		(12) Enable and support the delivery of a balanced or surplus budget and resource plan for 2019/2020 year	(a) 2019/2020 resource plan balanced or surplus
		(13) Lean and people first processes and governance	(a) Operational optimization of executive leadership team reporting structures
		(14) Technology, land, and real estate plan that supports semi-virtual organization	(a) Space Needs plan is complete and new Edmonton office facilities are identified and occupied (b) Campus Master Plan is under development
Now	Leadership	(15) Model the way and exemplify “tone from the top” by living the AU values and commitments in consistently leading to mission, vision, and mandate.	(a) LPI Assessment
		(16) Participate in a professional and/or personal development activity that builds capacity for the University in support of our mission, vision, and mandate.	(a) Professional/personal development opportunity is identified and initiated.
		(17) Lead the continued progress towards executive succession and renewal planning	(a) Each senior leadership role has an associated talent succession plan as a component of Integrated Planning. (b) Development of a new compensation philosophy for executive and excluded staff.
		(18) Be the visible voice of Athabasca University	(a) Delivery of public addresses related to the University and strategic direction