



SAINT MARY'S
UNIVERSITY SINCE 1802

Strategic Plan 2017-2022





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Vision:

Saint Mary's, building on its strong tradition of accessibility and community engagement, will be the university of choice for aspiring citizens of the world.



Mission:

The mission of Saint Mary's University is to offer undergraduate, graduate and continuing education programs; to engage in research and disseminate its results, and to serve the community from the local to international level.



Message from the President

April 28, 2017

I am pleased to present the new Strategic Plan for Saint Mary's University. The plan highlights the importance of differentiation and sustainability for our future, and identifies what is distinctive about the Saint Mary's scholarly community. In a post-secondary environment that has many options for students and in which there is an increasing urgency for us to ensure our future sustainability, financially, operationally and intellectually, we must articulate clearly the distinctive Santamarian experience. The plan demonstrates also how Saint Mary's contributes to economic prosperity and social, technical and cultural understanding, both locally and globally. Further, we seek to strengthen ourselves as part of a 'giving culture', both internally and externally, and fostering the tradition of philanthropy as part of our values.

To date, significant consultation has taken place with students, staff and faculty to inform and engage members of the university community on key priority areas. I have worked with the executive management group, the President's Advisory Cabinet and others to distill the information from consultations and committees into key initiatives, initiatives that will co-exist with the refreshing of our University Academic Plan, Research Plan, budget processes, Campus Master Plan and Advancement Plan in the year ahead.

Student success requires a strong and comprehensive institutional commitment, focusing on academic excellence, discovery and innovation and the continued health and wellness of our students. Our aim is to prepare our graduates to succeed in a global environment, meet the market needs of Nova Scotia, the Atlantic region and Canada, provide pathways for career launch and progression, and ensure the sustainability of our university. Our strong international partnerships and longstanding leadership role in bringing international students to Nova Scotia, combined with our entrepreneurial and leadership skill programs, directly advance the priorities for the province, including the attraction and retention of talented people. Our contributions to the creation and dissemination of knowledge provide ample evidence of our ability to change the world for the better, locally, nationally and internationally.

Saint Mary's is ready to meet the challenges and take advantage of the opportunities of the 21st century. We have built upon our roots of teaching excellence, research

achievement, student-centred learning, accessibility, outreach and fiscal responsibility. In setting strategic priorities for the University, we have a unique opportunity to expand our role and maximize our impact.

We have several advantages as we focus on the priorities and investments needed to maintain and enhance our position as Canada's International University and advance our rankings and accreditations. In our 2013 bilateral agreement with the Province of Nova Scotia we positioned Saint Mary's as:

- a primarily undergraduate university with select, high-quality graduate programs.
- located in an urban setting and with a residential component
- having a high proportion of international students

To these, we add today our commitment to diversity and respect for multiple cultures, our impressive research capacity, our leadership in teaching excellence, and our sound financial management over a long period of time. From these foundational advantages, we have developed our key initiatives for this plan.

I acknowledge and thank everyone who has been involved in these many discussions and reports, including our students, faculty, staff, senior leadership, alumni and donor community, Senate and Board of Governors.

Together we have laid out a plan to venture forward with vision and purpose, to create and communicate knowledge, and to act in the world. In sum, to do what we do.

Age quod agis.



Robert Summerby-Murray
President and Vice-Chancellor, Saint Mary's University

*Saint Mary's University is in Mi'kma'ki, the ancestral and unceded territory of the original Mi'kmaq People.
We are all treaty people.*



Our Framework

The University's strategic framework will strengthen the vision and mission of Saint Mary's University. Our three key initiatives are: Promoting Discovery and Innovation in a Learning-Centred Environment, Fostering Intercultural Learning and Understanding, and Strengthening Institutional Sustainability. Our strategic plan stems from our values which articulate our distinctive contribution to our students and to civil society, locally and globally.

Our values, which are found within these three initiatives, include the following: pursuing academic growth, demonstrating resilience, developing intercultural competence, engaging our alumni and community, and exercising ethical wisdom.

Saint Mary's University has a long history of athletic excellence - we are proud of our strong

varsity program, our commitment to recreational athletics and health and wellness for all members of our community. Being a student athlete at Saint Mary's involves a holistic approach to academic and athletic pursuit, celebrating dedication, determination, community engagement and hard work. Our student leaders are dedicated to making a difference at the University and in the community, through student societies and extra-curricular opportunities.

Saint Mary's has a tradition of engagement with our community, drawing on our active alumni, many of whom are national and international leaders in business, politics, the arts, culture, science and industry. All of us are motivated by the values of our University, and the importance of staying connected to our students, to each other and to the University. Our Latin motto *Age Quod Agis* calls for us to 'do what we do', to act in the world, to shoulder





responsibility, to champion social justice, and to uphold ethical values. It is at the heart of what it means to be a Santamarian. This is our distinctive and shared identity.

Saint Mary's has evolved into a modern, secular, and metropolitan university. We are the second-largest university in Nova Scotia with approximately 7,200 students spread over faculties: Arts, Science, Business, Education, and Graduate Studies and Research. We offer excellent undergraduate degrees, and Masters and PhD programs in our areas of strengths within the humanities, business social sciences, and the natural sciences. Saint Mary's is a leader in Business Studies and Industrial/Organizational Psychology and is recognized for innovations in these fields. Saint Mary's Sobey School of Business is the largest and most respected business school in Atlantic Canada. It is the only comprehensive business school

in the region offering academic and research programming at the undergraduate, Masters, and PhD levels.

Looking forward over the next five years, we will encourage greater participation from under-represented segments of our population, including African Nova Scotians and First Nations, Innu and Métis students, as well as those whose learning requires further assistance and accommodation. All of this is consistent with our Vision. Importantly, we recognize the significance of preparing students for employment, even as we affirm that our University sits at the leading edge of knowledge creation and that we have a long-term responsibility for contributing to an educated citizenry.

Saint Mary's University Strategic Framework



AGE QUOD AGIS

VISION

Saint Mary's, building on its strong tradition of accessibility and community engagement, will be the university of choice for aspiring citizens of the world.

MISSION

The mission of Saint Mary's University is to offer undergraduate, graduate, and life-long learning programs; to engage in research and disseminate its results; and to serve the community from the local to the international level.

VALUES

Our values articulate our distinctive contribution to civil society, locally and globally. These values are highlighted in the Santamarian Signature:

Pursuing academic growth, Demonstrating resilience, Developing intercultural competence, Engaging our alumni and community; and Exercising ethical wisdom



Discovery & Innovation in a Learning-centred Environment



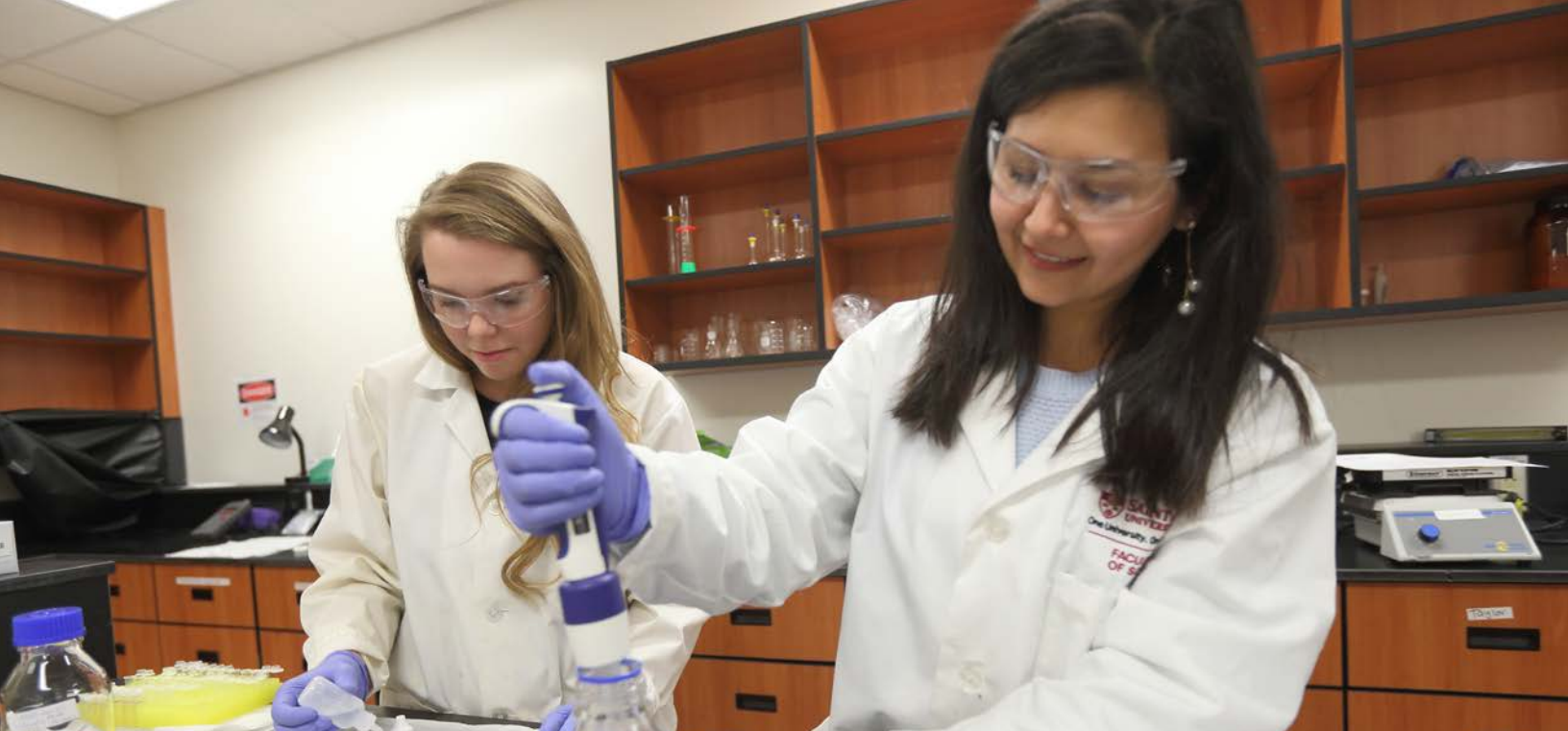
Intercultural Learning



Institutional Sustainability







Strategic Initiative 1

Discovery and Innovation in a Learning-Centred Environment

Saint Mary's learning-centred environment places a high value on the process of research and innovation, as students, as professors, as researchers, ensuring that we are not simply transferring knowledge but creating it – the distinguishing feature of a high-quality university. As a university we are student-centred, but at Saint Mary's University we are all learners.

Our learning-centred environment brings faculty and students together in a complementary pursuit of learning – it lays a foundation for a broadened and more meaningful faculty and student interaction. Teaching and research are complementary, and Saint Mary's takes pride in its commitment and ability to integrate the two.

Attention to first-year or transition-success initiatives has been growing at Saint Mary's. The development of academic learning communities, a peer mentorship program, university-wide academic orientation, and new workshops specific to the needs of first-year students in information literacy, writing skills, and numeracy have been extremely beneficial to students transitioning into our university environment.

At Saint Mary's, we have a practice of seeking ways to support faculty talents and community interests in order to develop research programs that meet the needs and interests of our society and of our students.

We are highly ranked among Canadian universities for research: Saint Mary's placed 35 out of 100+ institutions for the intensity and impact of our research. Saint Mary's receives over \$8 million annually from outside funding sources including the Natural Sciences and Engineering Council of Canada (NSERC), Social Sciences and Humanities Research Council (SSHRC) and Canada Research Chairs.

Saint Mary's long-standing commitment to critical thinking, innovation and entrepreneurial education and training has been a differentiator for the University – we remain one of the few universities that has a major in entrepreneurship for our students in both Business and Arts with associated co-op options.

Our students, their parents, the community and future employers are looking to us to prepare students for their future careers. We will highlight our work with students on their career planning through student-focused experiential learning opportunities. We will increase student engagement with our career advisors and encourage use of our unique Success Maps tool that helps set goals, track accomplishments, discover new opportunities, and prepare for their post-graduation career.



1. Promote innovative and distinctive pedagogies and student curriculum

Leads:	Senior Advisor Teaching & Learning
Values:	Academic growth, intellectual curiosity
Progress Indicators:	<ul style="list-style-type: none"> • innovations in curriculum (including exploring new credentials and alignment of learning objectives)

2. Improve the holistic student learning experience

Leads:	Dean of Science
Values:	Academic growth, intellectual curiosity, intercultural learning
Progress Indicators:	<ul style="list-style-type: none"> • percentage of students participating in cohort learning programming (by year group) • number of students in interdisciplinary programs • use of in-person and online advising tools (such as Success Maps) • percentage of students with internship, practicum and work-integrated learning • tracking external reports and assessments of student satisfaction with learning experience

3. Graduating students with creative and entrepreneurial mindsets

Leads:	Dean, Sobey School of Business
Values:	Academic growth, intellectual curiosity, demonstrating resilience, engaging the community in an action-oriented manner
Progress Indicators:	<ul style="list-style-type: none"> • increased enrolment in cross-faculty entrepreneurship program • number of credit and non-credit courses with entrepreneurship modules and percentage of students enrolling

4. Deliver a student-focused experiential and academic service-learning strategy

Leads:	Senior Advisor, Teaching and Learning, Chair Senate Committee, Dean of Arts
Values:	Academic growth, intellectual curiosity, demonstrating resilience, engaging the community in an action-oriented manner, exercising ethical wisdom
Progress Indicators:	<ul style="list-style-type: none"> • percentage of students with internship, practicum and work-integrated learning experience • employment rates of graduates • advising rates through Career Counselling • percentage of student participation in co-curricular record

5. Promote both foundational and community-engaged research

Leads:	AVP and Dean Graduate Studies and Research, University Librarian
Values:	Academic growth, intellectual curiosity, action-oriented engagement of our alumni and community
Progress Indicators:	<ul style="list-style-type: none"> • number of community based, community engaged research projects • research funding/prizes/awards • percentage of undergraduate students with research experience • research plan renewal





Strategic Initiative 2 Intercultural Learning

Saint Mary's University has a well-established commitment to cultural diversity and encourages and supports the development of a global perspective. We are recognized as Canada's leading international university and this is now well developed on campus in terms of diversity in the student body, the curriculum, and in teaching, research, and staff communities. There is also extensive international outreach and collaboration by way of institutional linkages with universities around the world.

The goal of the University is to support international and Canadian students in their relationships and interactions with persons and groups of other cultures and to cultivate global citizenship through practice and example. Our intercultural leadership is making a significant impact to the demographic outlook for Nova Scotia. We have the opportunity now to be more focused on intercultural learning for all members of our university community and beyond.

Saint Mary's is known for its excellent support services for international students in Canada. Over

33 per cent of our students arrive from destinations beyond Canada, a proportion of international students not matched by any other university in this country. We are well known for international research collaborations, ranking first in Canada in 2014, with our students and professors working with colleagues from Halifax to Helsinki, Antigua to Zimbabwe.

Internationalization of our curriculum is fostered by diversity in our faculty, who draw upon global experience. Our accessibility is further emphasized in the diversity of cultures represented in our student body, drawn from both international and local communities.

The opportunity to live and study abroad is widely acknowledged as a way for students to expand their views of the world. Living in a foreign setting presents students with an opportunity to form a deep understanding and appreciation of other cultures and places. We will therefore create opportunities for further engagement between cultural groups for students, faculty, and staff.



1. Position Saint Mary's as a national leader in international and intercultural education	
Leads:	Senior Advisor Teaching & Learning, AVP & Dean of Graduate Studies, AVP External Affairs
Values:	Academic growth, intellectual curiosity, developing intercultural competence, action-oriented engagement of our alumni and community
Progress Indicators:	<ul style="list-style-type: none"> • organizational structure change through Action Team • participation/leadership in national and international education organisations • number of international partnerships • number of new initiatives in intercultural teaching, research, scholarships and intercultural competence • track external reputational surveys
2. Enhance learning opportunities for Indigenous students and enhance Indigenous cultural education	
Leads:	Senior Advisor Teaching & Learning, Senior Director Student Services
Values:	Academic growth, intellectual curiosity, developing intercultural competence, exercising ethical wisdom, action-oriented engagement of our alumni and community
Progress Indicators:	<ul style="list-style-type: none"> • percentage of Indigenous students and analysis of recruitment, retention, and graduation rates • amount of financial support for Indigenous students • tracking progress on Aboriginal Student Task Force, and our institutional responses to AAU, TRC, and Universities Canada recommendations
3. Provide intercultural learning opportunities for faculty, staff and students to develop global empathy	
Leads:	Senior Director Human Resources, Senior Advisor Teaching & Learning, Chair Action Team, Senior Director Student Services, University Librarian
Values:	Academic growth, intellectual curiosity, developing intercultural competence, action-oriented engagement of our alumni and the community
Progress Indicators:	<ul style="list-style-type: none"> • percentage of students with global experience • percentage of faculty and staff with global experience and intercultural competence training • percentage of students, staff and faculty members who participate in 'International-at-Home' events
4. Ensure our campuses are a microcosm of a diverse world	
Leads:	Intercultural Action Team, Senior Director Facilities Management, Director of Alumni Engagement, SMUSA
Values:	academic growth, intellectual curiosity, demonstrating resilience, developing intercultural competence, action-oriented engagement of our alumni and the community
Progress Indicators:	<ul style="list-style-type: none"> • number of new initiatives in intercultural teaching, research, scholarships • percentage of our community engaged in intercultural learning • percentage of our community with non-English language fluency
5. Promote diversity	
Leads:	Senior Advisor Teaching & Learning, Senior Director Human Resources, Director of Alumni Engagement
Values:	Developing intercultural competence, exercising ethical wisdom
Progress Indicators:	<ul style="list-style-type: none"> • percentage of under-represented students – tracking recruitment, retention, graduation • percentage of employees in underrepresented groups



Strategic Initiative 3 Institutional Sustainability

Saint Mary's University has a distinctive record of excellent fiscal management. We have stayed on budget while delivering excellent programs and services to students and we have done this consistently throughout our history. We have proven ourselves to be a nimble, well run, and innovative university – our staff play an important role in building this reputation.

Saint Mary's University has been recognized for its commitment to: teaching excellence, diversity, accessibility, and community. Going forward, we will develop a clear identity for Saint Mary's that reflects these attributes. We will ensure our identity is broadly understood through investing in telling our story.

Saint Mary's University aims to be within the top five universities in our comparator group as ranked annually by Maclean's Magazine. The University's performance in the faculty excellence categories continues to drive our ranking, recently giving us second place in faculty awards, and fourth in social sciences grants. We continue to track in the top half of universities in our category in areas of student support.

In the past decade, donors, government and alumni have helped propel significant investments in our physical infrastructure. The result is a beautiful campus with excellent spaces designed for learning and research. We will continue to invest in campus infrastructure to attract students and professors and in order to build new space for the innovative enterprises and discoveries.

Strategic enrolment management has been a key focus for Saint Mary's. We have students from 119 countries, we actively recruit in 30 countries, and we have engaged partners to work with the University in 30 more – this has been the result of hard work. There are very few institutions who are operating at this level. With more than 50,000 alumni in over 110 countries, we are actively engaging around the world with our alumni and other supporters.

We will increase the number of relationships and the depth of our engagement with alumni and donors. We will build a stronger culture of philanthropy for the future, and create more opportunities for investment and partnerships.



Accountability: Vice-President Advancement, Vice-President Finance and Administration, Vice-President Academic and Research

University-wide Initiatives

1. Cultivate our ‘people capacity’ with students, staff, faculty

Leads:	VPAR, VPFA, Senior Director Human Resources, Senior Director Student Services, Senior Advisor Teaching & Learning
Values:	Exercising ethical wisdom, demonstrating resilience
Progress Indicators:	<ul style="list-style-type: none"> • human resources strategy, including operations planning, executive leadership, senior leadership, management, staff and faculty development planning • Healthy Workplace initiative

2. Cultivate and diversify our revenue and fundraising capacity and sophistication through development and delivery of an integrated Advancement plan that enables achievement of the Strategic Plan goals and objectives

Leads:	VP Advancement, Advancement Leaders Team (Alumni, Development, Advancement Services, Principal Gifts, External Affairs), Deans, Facilitative Leader International, Executive Management Group
Values:	Action-oriented engagement of our alumni and community, exercising ethical wisdom, demonstrating resilience
Progress Indicators:	<ul style="list-style-type: none"> • percentage growth in alumni engagement and participation measured through internal data points and external survey • percentage growth in number and value of gifts revenues generated through Advancement fundraising programs (including measurement of percentage of gifts directed to university priorities) • achievement of donor acquisition, retention and upgrade goals • introduction of formal planned giving program • increased activity and success with government funding sources • improved alignment of major and principal gifts with government funding

3. Cultivate and protect our revenue capacity through focus on strategic enrolment management

Leads:	VPAR, Registrar, Deans, Undergraduate and Graduate Recruitment & Marketing, Advancement (Alumni Engagement, Development & External Affairs), Facilitative Leader International, Executive Management Group
Values:	Exercising ethical wisdom, demonstrating resilience, action-oriented engagement of our alumni and community
Progress Indicators:	<ul style="list-style-type: none"> • percentage growth targets for strategic enrolment management (applications, acceptance rates, retention year over year, graduation rates) • achievement of enrolment targets across programs and faculties with desired admissions, criteria and goals

Continued



4. Cultivate excellence in our operational capacities through excellence in fiscal management, revenue generation and business process improvement. Create a risk intelligent culture through mitigation and education, preserving and enhancing physical infrastructure and information technology to enhance learning and working environments.

Leads:	VPFA, Senior Director Financial Services, Senior Director ITSS, Senior Director Facilities Management
Values:	Exercising ethical wisdom, demonstrating resilience
Progress Indicators:	<ul style="list-style-type: none"> • alignment of finance decisions with strategic priorities • increasing annual investment in capital renewal and information technology; Facility Condition Index • major capital projects plan

5. Establish overarching and coordinated information reporting strategy to support evidence-based decision-making

Leads:	VPFA, Senior Director Financial Services, Senior Director ITSS, (new position), Director, Institutional Analysis and Planning
Values:	Exercising ethical wisdom
Progress Indicators:	<ul style="list-style-type: none"> • overarching reporting and analytics strategy and process development • number of dashboards and increased access and analysis





Achievements to Date

- Hiring of Vice-President Advancement and launch of advancement planning
- Recruitment of new Vice-President Academic and Research (effective July 2017)
- 2017/2018 budget aligned with the Strategic Plan
- Intercultural Training of 270 staff and faculty
- Appointment of Diversity and Inclusion Advisor
- Hiring Senior Director of Students Services and changing functions and reporting
- Launch of Success Maps tool for enhancing student engagement

Targets 2017 / 2018

July 2017	• Develop implementation workplans and reporting structure
	• Establish baseline data for major progress indicators
	• Diversifying revenue (Institutional Sustainability) <ul style="list-style-type: none"> ◦ Recruitment plans approved (domestic and international, market targets in place for 2017-18) ◦ Advancement Plan in place (including execution of first round of university-wide priority setting) ◦ Leveraging funding opportunities through federal and provincial governments for infrastructure, research and innovation, Indigenous student opportunities
	• Intercultural learning (initiate strategy and reorganization of structures to support internationalization and intercultural learning for students, through Action Team)
	• Capital project planning priorities
	• Risk management update
November 2017	• Updated retention baseline data and planning
	• Initiate intercultural strategy through Action Team
	• Assessment of curriculum alignment actions
	• Refresh capital project plan – strategic and land use priorities
	• Produce baseline data for strategic performance indicators
April 2018	• Academic Plan renewal
	• Research Plan renewal
	• Align curriculum values to promote discovery and innovation, student success and intercultural learning
	• Assessment of university community diversity
	• Budget development process fully aligned





SAINT MARY'S UNIVERSITY SINCE 1802

One University. One World. Yours.

