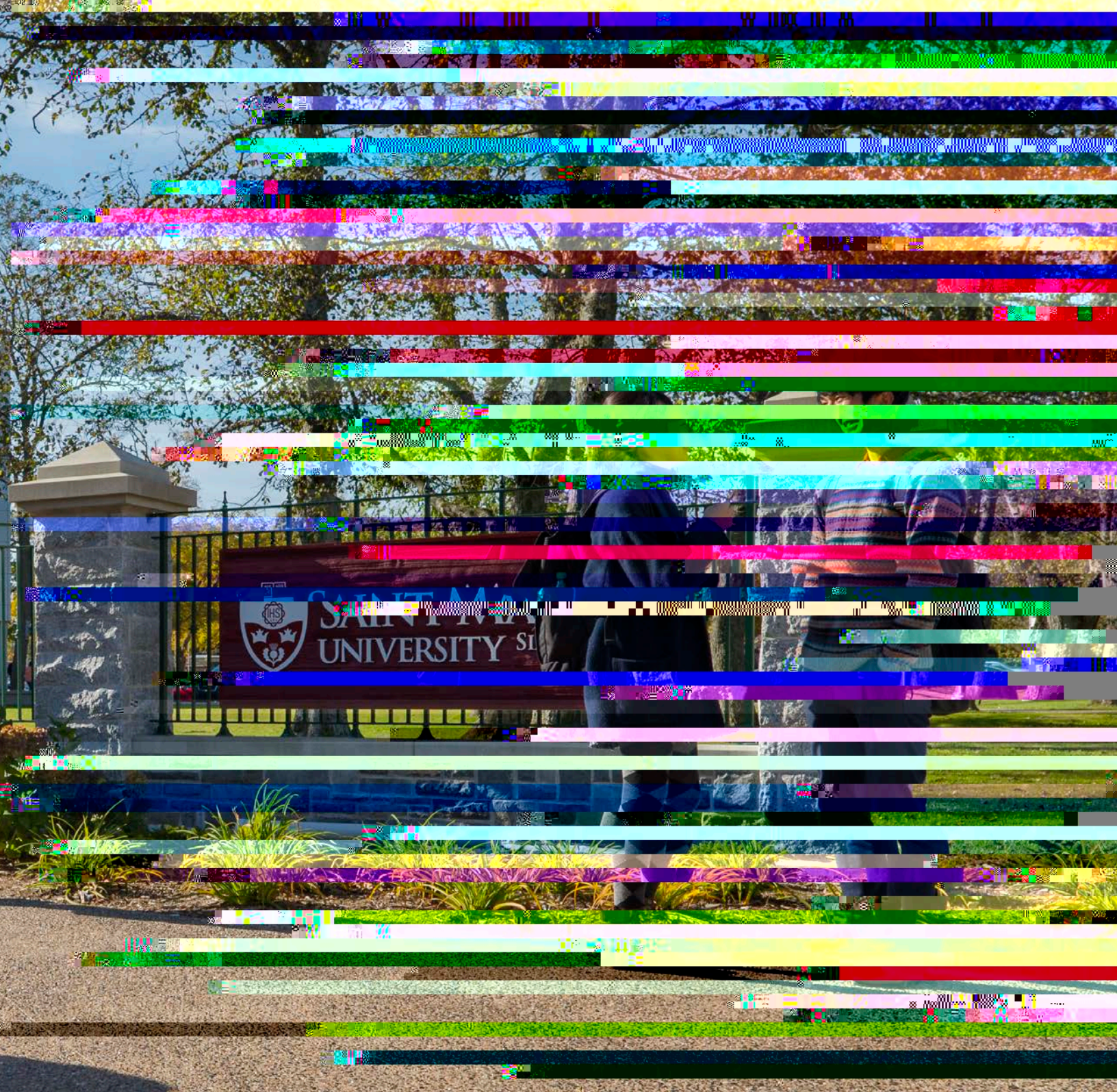
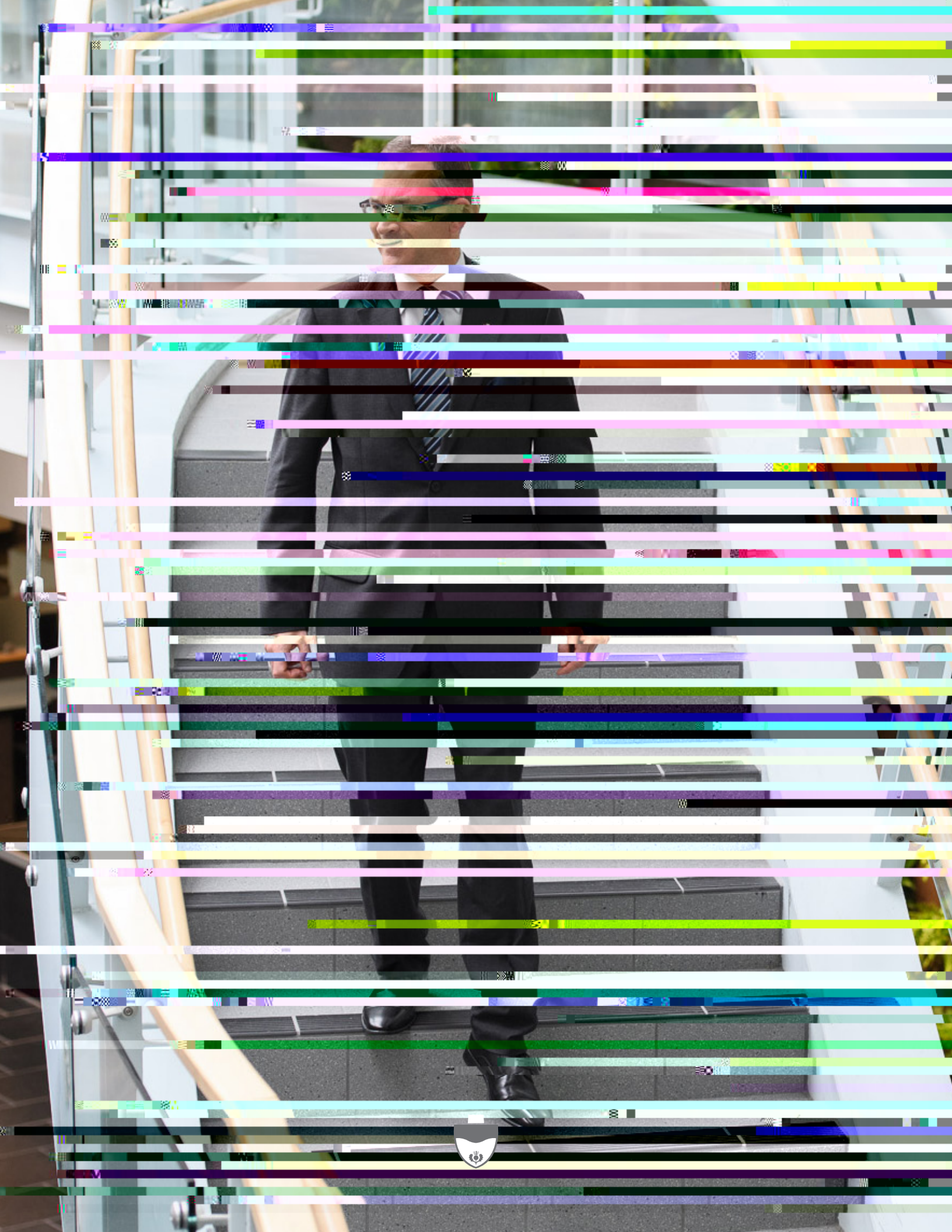


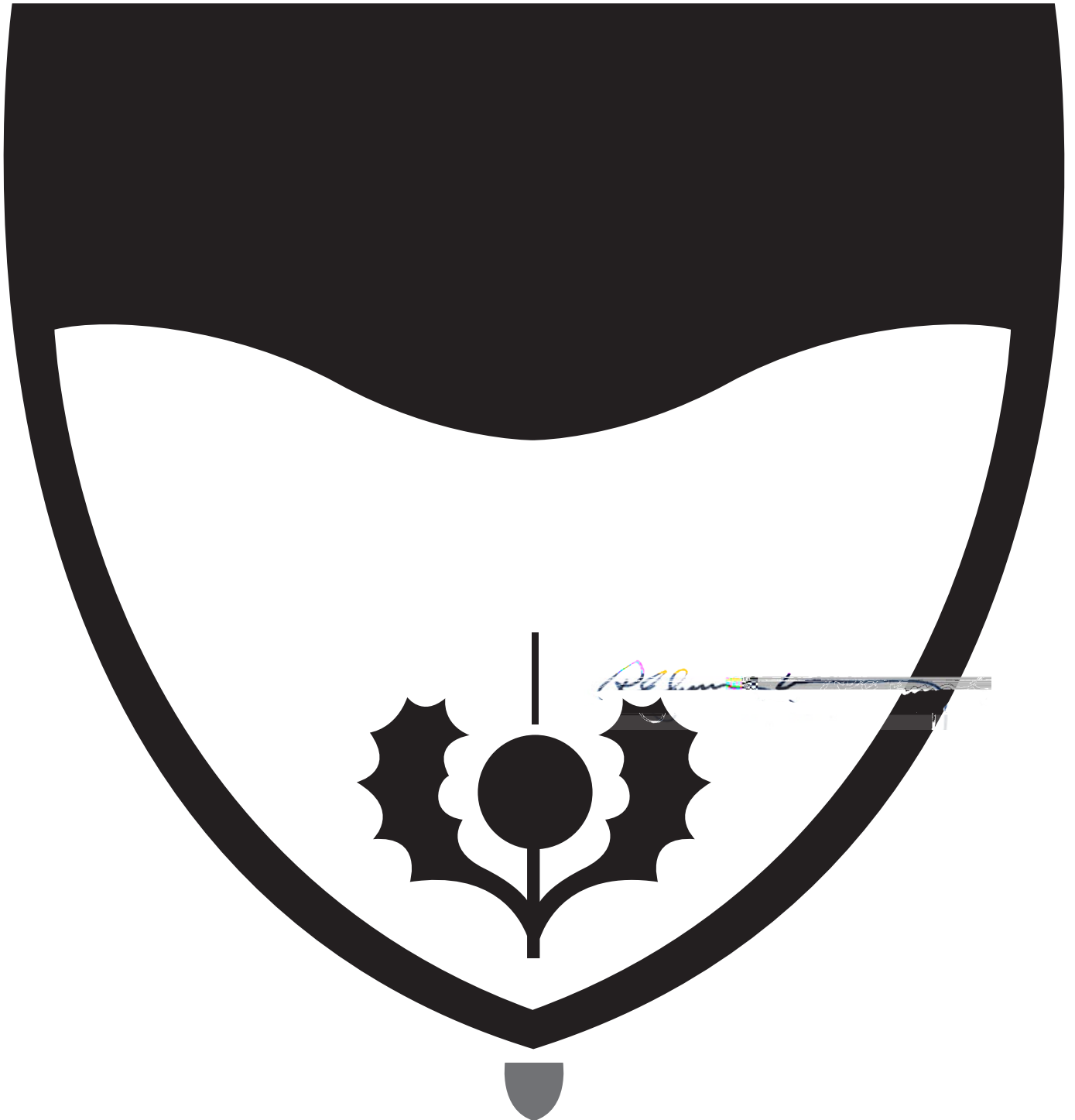


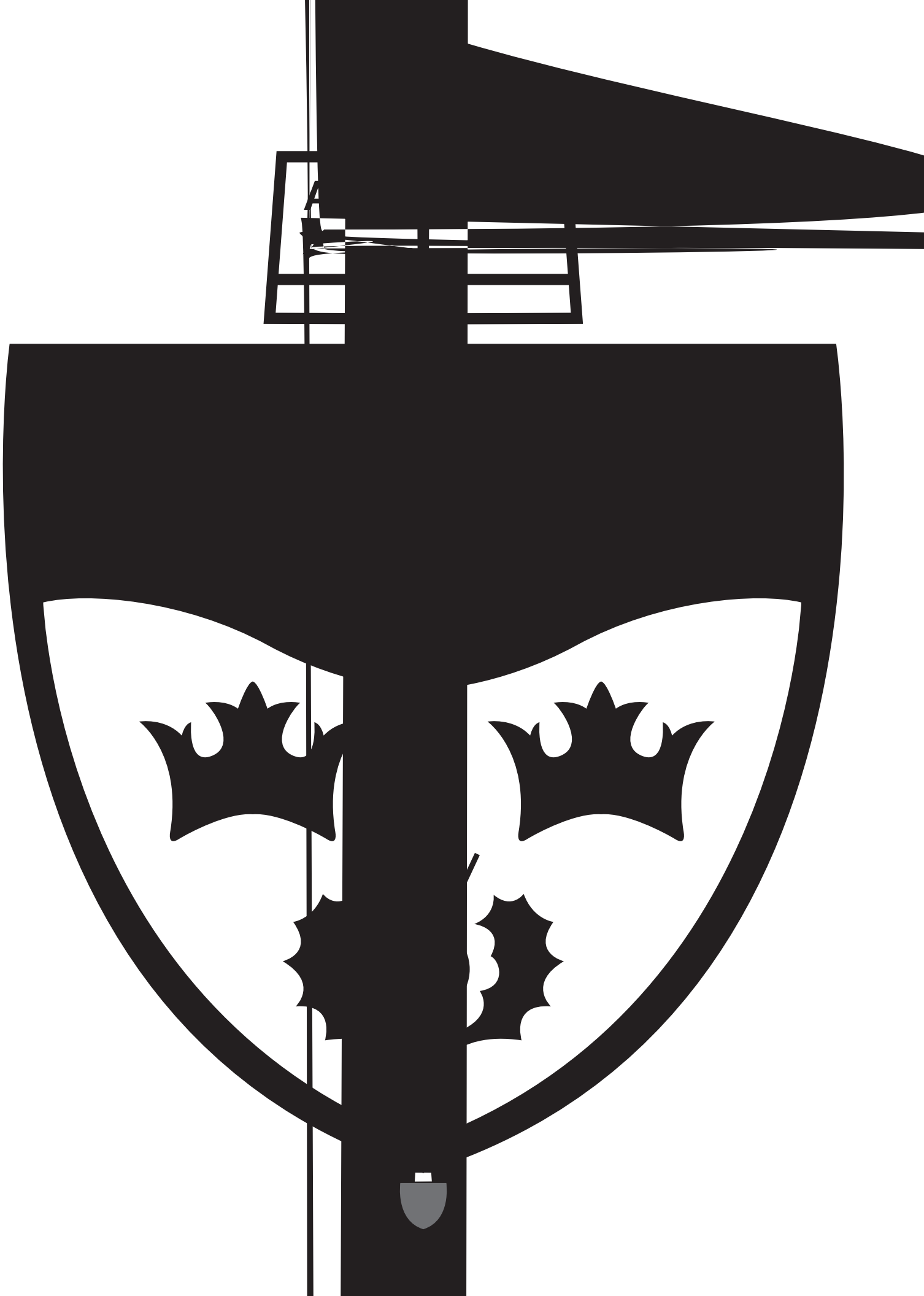
Strategic Plan 2017-2022



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.









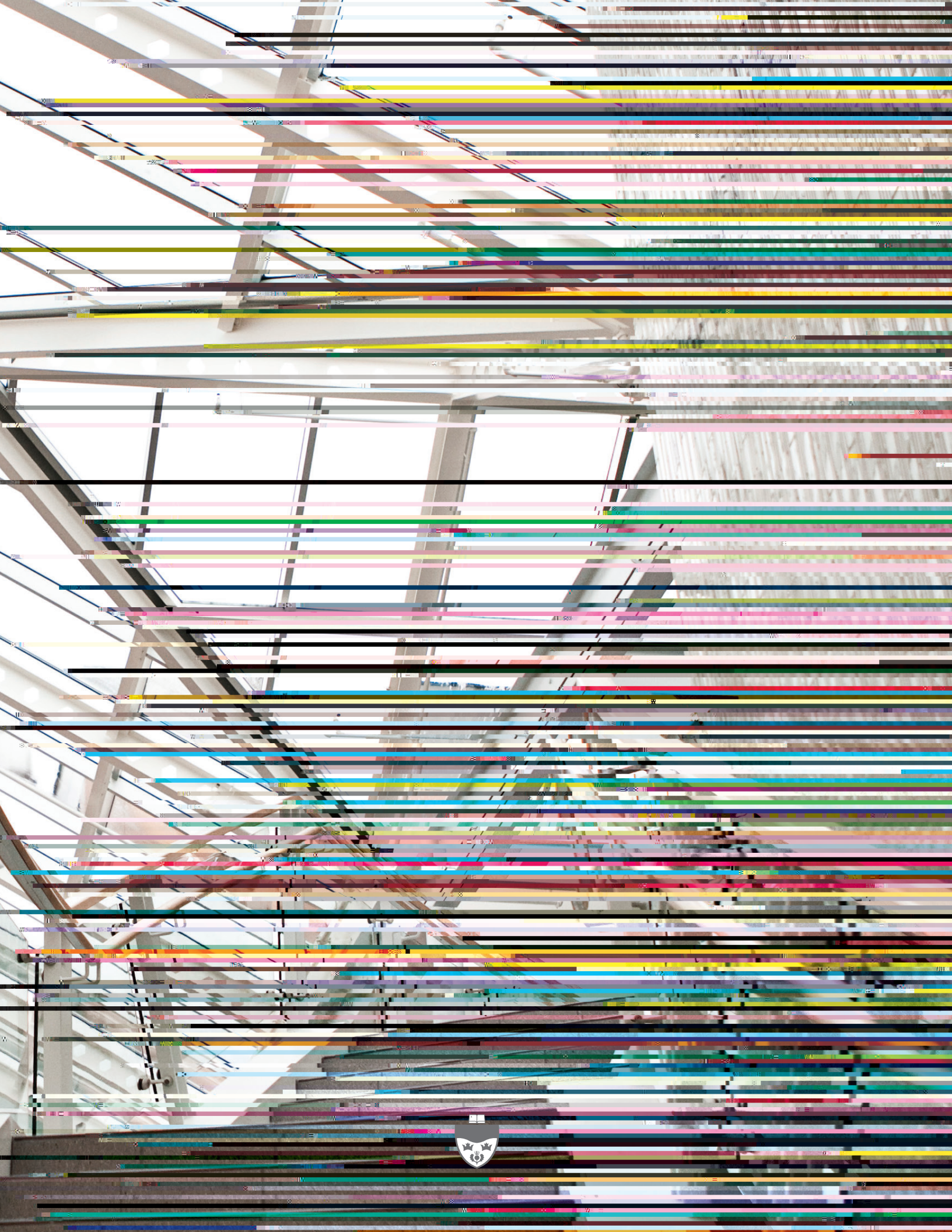
responsibility, to champion social justice, and to uphold ethical values. It is at the heart of what it means to be a Santamarian. This is our distinctive and shared identity.

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 innovation 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

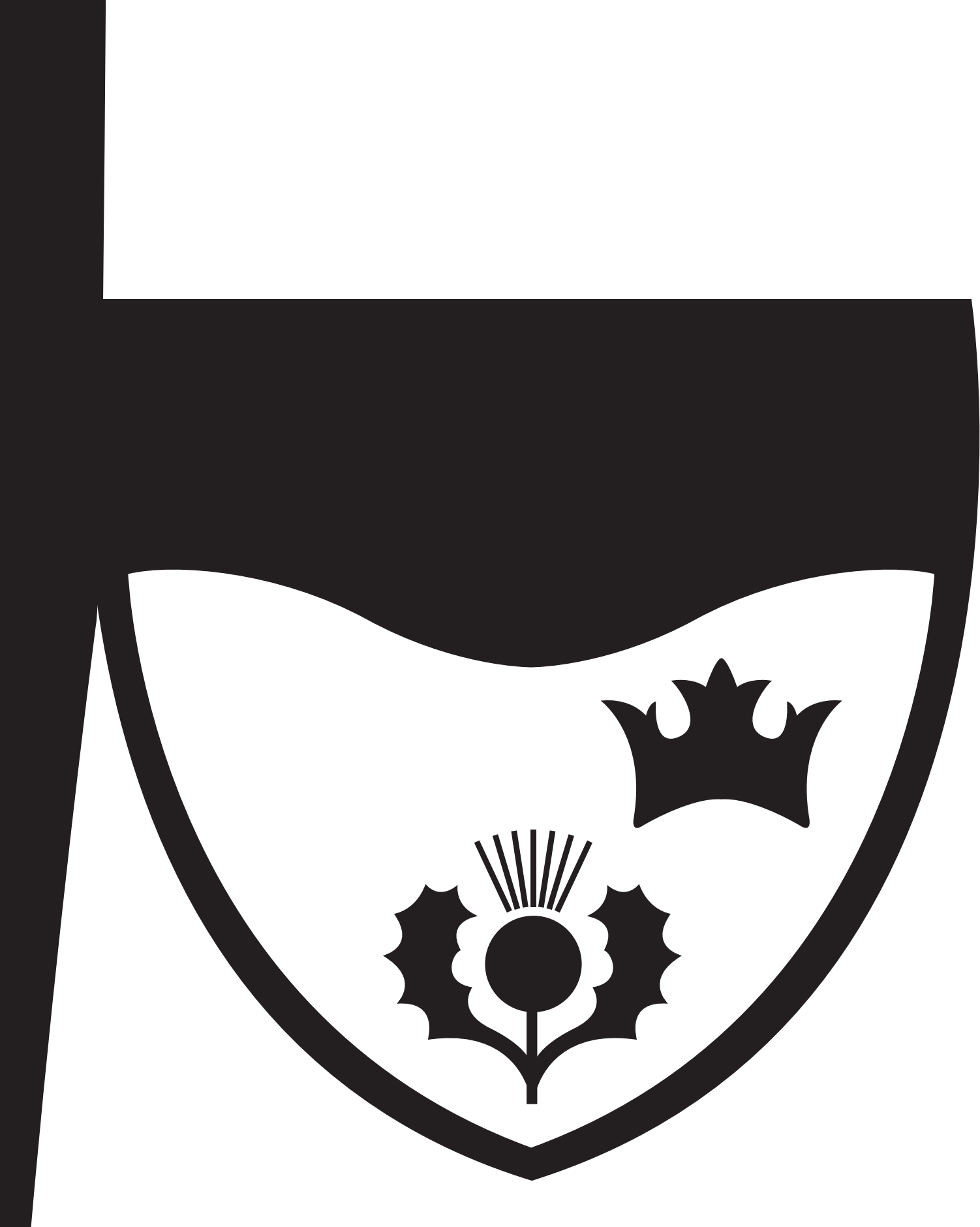
in the region offering academic and research programming at the undergraduate, Masters and PhD levels.

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, Inuit 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. Strategic Plan 8687-25.p





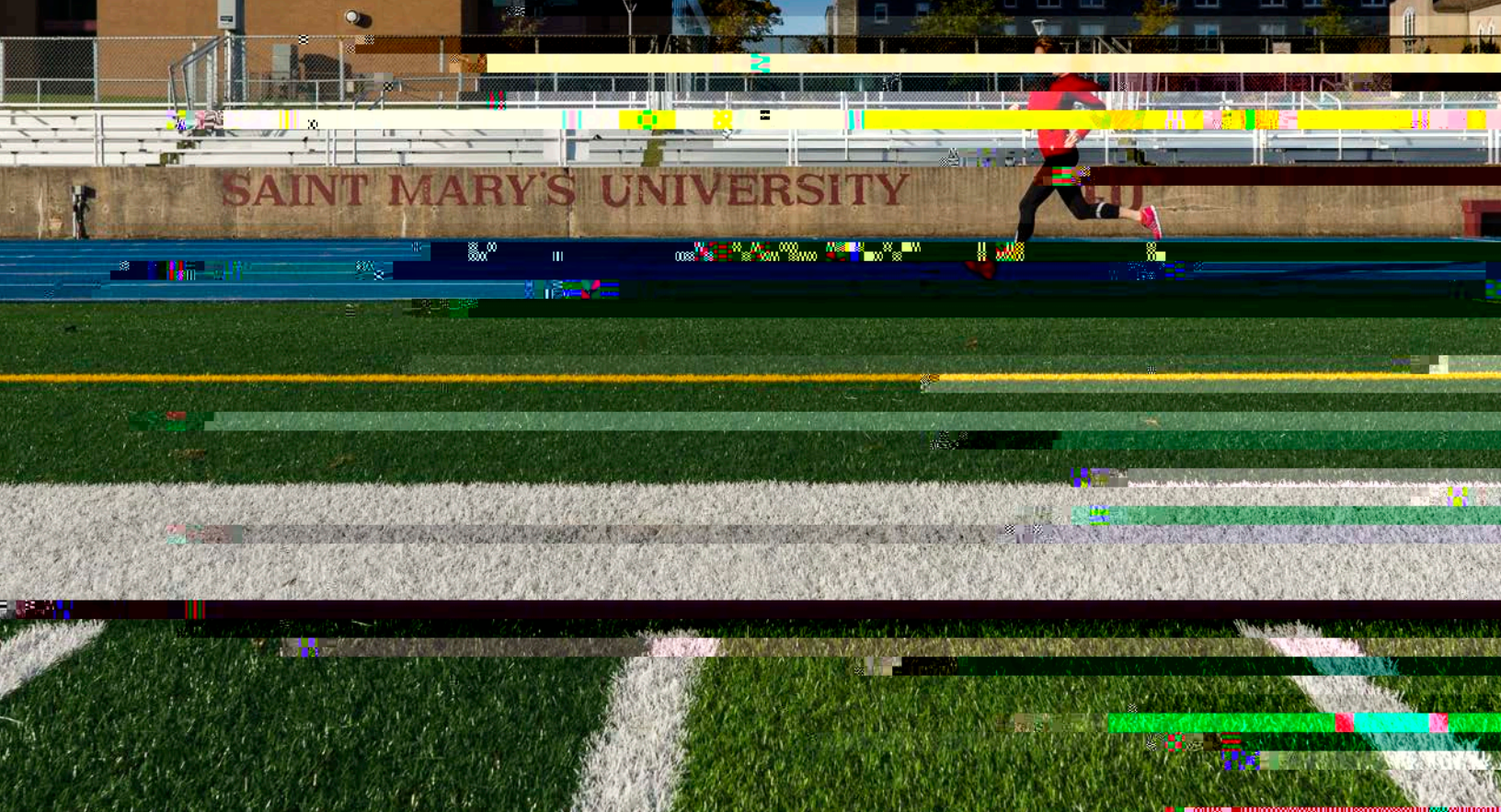






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Saint Mary's University has a distinctive record of excellent fiscal management. We have stayed on budget while delivering excellent programs and services to students and we have done this consistently throughout our history. We have proven ourselves 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 International Revenue, Total Revenue, and Total Operating Expenses per Student.

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:

- 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:



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
November 2017	• Risk management update
	• 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
April 2018	• Produce baseline data for strategic performance indicators
	• 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



