



# *Destination 2012*

THE STRATEGIC PLAN OF MOUNT SAINT VINCENT UNIVERSITY



*Excellence • Innovation • Discovery*

# Table of contents

**Introduction..... 1**

**Vision, Mission, Values ..... 2**

**Goals ..... 3**

**Strategies ..... 4**

# Introduction

**Mount Saint Vincent University exists to transform lives through education.** The University is distinguished by its commitment to accessibility, high-quality programs, flexible learning approaches and small classes, and by a beautiful and inviting campus of human scale. Strong relationships with local, national and international partners, coupled with the geographical dispersion of our students extend MSVU's impact far beyond our Halifax campus.

Several emerging societal trends make way for our future development. Growing participation in university-level study and in lifelong learning, worldwide demand for education, and rising student expectations for flexible and technology-enabled learning all offer opportunities that build on our expertise. At the same time, we face complex challenges. Most notably, the declining population in the Atlantic region requires that we compete vigorously to recruit and retain students and to make our case for public funding.

In order to thrive in a highly competitive world, we need to become more focused, capitalizing on MSVU's strengths and distinctive features. The strategic plan, *Destination 2012*, has been developed through extensive consultations involving faculty, administrators, staff, students, alumnae and

the broader public. Through this process, we have developed a vision of what we want MSVU to become for everyone who teaches, studies, works and participates in our community. We have developed a plan to create the best university experience and to prepare our students for global citizenship.

Our new mission charts our course and sets us on a path that builds on our heritage established by the Sisters of Charity. In addition, it recognizes our assets, and points the way for exploration and development. Our values express the beliefs we will live by in the pursuit of our vision and the fulfillment of our mission. The goals and strategies define our priorities, and the measures will ensure that we account for our progress.

*Destination 2012* will keep us doing the right things as we head in the right direction. It guides the University to address current and future challenges and to remain dynamic and relevant in an increasingly competitive educational landscape.

# Vision, Mission, Values

## VISION

We will be the national leader in creating the best university experience for all members of our community and in developing thoughtful, engaged citizens who make a positive impact on their world.

## MISSION

- At Mount Saint Vincent University, we are committed to academic excellence, and our passion is a rich and rewarding university experience.
- We are dedicated to the pursuit of knowledge: scholarship, teaching, and intellectual endeavour of the highest quality, and we promote accessibility through flexible learning opportunities and services.
- We are inspired by our strong tradition of social responsibility and our enduring commitment to the advancement of women.
- Our people are our foundation and our relationships are built on respect and accountability.

## VALUES

- Academic Freedom
- Accountability
- Creativity
- Engagement
- Professionalism
- Respect

# Goals

<b>1. Quality:</b>	To provide the highest quality teaching, learning and research experience for students, faculty and the community.
<b>2. Advancement of Women:</b>	To create and maintain programs and activities which demonstrate our enduring commitment to the advancement of women.
<b>3. Engagement:</b>	To create a university experience in which all members of the community are engaged in achieving the University's mission and reflecting its values.
<b>4. Accessibility:</b>	To increase opportunities for students to participate in MSVU programs.

# Goal 1

Quality: to provide the highest quality teaching, learning and research experience for students, faculty and the community.

STRATEGY	
1.	Focus efforts and resources on high quality, distinctive and sustainable undergraduate and graduate programs that are attractive to students. Distinctiveness is characterized by the incorporation of one or more of the following: academic excellence, collaboration across disciplines, global perspectives, flexible learning approaches, women’s perspectives, focus on social responsibility and partnerships.
2.	Remove structural barriers to program development and program enhancement
3.	Ensure quality facilities
4.	Provide high quality services to support teaching, learning and research
5.	Employ technology to enhance and streamline services and processes that support teaching, research and university services.

## Goal 2

Advancement of Women: to create and maintain programs and activities that demonstrate our enduring commitment to the advancement of women.

STRATEGY	
1.	Focus on activities that develop, promote and celebrate leadership and related initiatives for women.
2.	Promote interdisciplinary research on gender issues and issues related to social justice.
3.	Promote the integration of women's perspectives into academic programs.

# Goal 3

Engagement: to create a university experience in which all members of the community are engaged in achieving the University’s mission and reflecting its values.

STRATEGY	
1.	Create more opportunities for students to participate in the intellectual, social, cultural and recreational life of the University.
2.	Encourage faculty and staff to participate in the intellectual, social, cultural and recreational life of the University.
3.	Foster a healthy learning and working environment for all members of the community.
4.	Recognize the achievements of all members of the university community.
5.	Encourage interaction with and service to the external community.
6.	Foster pride and a sense of belonging to the University that continues for a lifetime.

## Goal 4

Accessibility: to increase opportunities for students to participate in MSVU programs.

STRATEGY	
1.	Define targets and processes for recruitment of provincial, national and international students, and their retention.
2.	Enhance diversity among students, faculty and staff.
3.	Continue to increase scholarships and bursaries to support students.
4.	Promote flexible learning approaches.
5.	Expand partnerships locally, nationally and internationally.
6.	Develop more timely and user-friendly student services for prospective and current students.
7.	Improve the visibility of the University.