Welcome to Mount 2017: Making A Difference, our guide and our commitment for the exciting years ahead of Mount Saint Vincent University. In the pages that follow, you will gain an understanding of the priorities and strategies setting our course as we continue to support and nurture accessible learning for all members of our community.

We are excited to show you the many ways through which we will build on our 140-year legacy of advancing the education and leadership of women and instilling within our students a strong value for social justice. While much has changed for the Mount since our founding, these values have been and will continue to be our guide.

Our previous strategic plan, Destination 2012, took direct aim at strengthening our internal capacity, affording us the opportunity now to enhance our unique character while building on the momentum of our many successes. We have reviewed our academic programs, we have expanded our student experience offerings, we have upgraded our facilities and technologies, and we have renewed our commitment to excellence in education. All these efforts have created a foundation for the work ahead.

Mount 2017 will shift our focus onto five key goals, each with its own action plans and measurable outcomes: 1) maintain a high quality teaching, learning and research environment, 2) recruit and retain a diverse, engaged, and successful student population, 3) continue to lead in the advancement of women and social justice causes, 4) foster a campus community marked by respect, inclusion and engagement, 5) secure the resources needed to ensure our university flourishes.

This booklet showcases our strategies for achieving these goals and I encourage you to visit our website to follow our progress and learn more about individual action plans. We will continue to share in-depth updates in order to keep you informed and ourselves accountable.

We hope you’ll join us in looking forward to many more successful years for the Mount and our students.

Ramona Lumpkin  
President and Vice-Chancellor  
Mount Saint Vincent University
VISION & MISSION

VISION

The Mount will be a model of creative teaching and research that nurtures socially responsible global citizens.

MISSION

• A commitment to academic excellence in a rich and rewarding university experience.

• The pursuit of knowledge and the accessibility of high quality learning opportunities.

• An enduring commitment to the advancement of women, gender equality, and social justice.

• Building a foundation of respect and accountability.
VALUES & STRENGTHS

> VALUES
• Academic freedom
• Accountability
• Creativity
• Engagement
• Professionalism
• Respect

> STRENGTHS
• An intimate university experience with small class sizes
• A diverse faculty dedicated to student success
• Flexible learning through co-operative and distance education
• Ongoing advancement of women, gender and social justice
GOAL 1 Create a teaching, learning and research environment that is both excellent and distinctive, one that is tailored to and enhances the Mount’s particular character and strengths.

> STRATEGY A
Foster opportunities in our academic programs for creativity, innovation, and cross-departmental collaboration on multidisciplinary and interdisciplinary programs.

> STRATEGY B
Engage in enrolment planning that is both shaped by input from and can provide direction to academic programs and departments.

> STRATEGY C
Encourage the development and expansion of effective teaching and learning practices across our university.

> STRATEGY D
Promote the centrality of research to the pursuit of knowledge and academic excellence and to the intellectual life of our community members.
There is no denying that the Mount holds a unique position within the post-secondary landscape. From our roots as champions of women’s education, to our role as pioneers of accessible distance learning, we continue to broaden our reach to offer higher education to diverse communities across the country. As we evolve to meet rapidly changing pressures and expectations, it is this commitment to sharing knowledge and fostering leadership that will ground us in all that we do.

Two important tasks included under Goal One are new Academic and Research Plans to be developed within the first two years of the new strategic plan. Both will focus on fostering new initiatives that apply the Mount’s teaching and research to the social, cultural, and economic needs of our province and beyond. As these efforts unfold, we will strive to ensure that our faculty has the resources needed to conduct their research while sustaining excellence in the classroom, and educating the next generation of global leaders ready to take up the charge.

These planning efforts will help keep the entrepreneurial spirit of our past alive by seeking out opportunities for innovation, collaboration, and creativity within our own campus community, and strategic external partnerships. With progressive instructors, diverse learning experiences, and programs that reflect the realities of the workforce, the Mount is well positioned to offer a strong platform for today’s students whether their futures lie in the classroom, boardroom, or science lab.
Extending our success within the framework of *Destination 2012*, we will hold true to our founding value of equitable access to education for all communities while developing new strategies to ensure we are delivering on this promise.

With the launch of our new Aboriginal Student Centre, we have seen the value of investing in our student services, designing new programs to meet the needs and expectations of our community. We hope to apply this model as we reach out further to the women and men of under-served communities and ensure that we offer them a hospitable environment for their learning as well as resources that support their academic success.

We are proud to attract students from a broad range of backgrounds: just-graduated high school students, transfers from the community college system, mature students returning to upgrade their credentials, and many who are the first in their families to attend university. We will look closely at what role our faculty and staff play in supporting them as they acclimate to the university environment. While we will focus on attracting students, we hope to place the same emphasis on retention during those first crucial months.
GOAL 2  Recruit students who will benefit from our academic programs and services; enhance our students’ engagement with their education; and provide high-quality student services and facilities to support their academic and personal success.

> **STRATEGY A**
Continue to develop and implement an effective student recruitment plan that is linked to the Mount’s commitment to accessibility, diversity, social responsibility, and internationalization and that is well aligned with the Enrolment Management Plan.

> **STRATEGY B**
Offer high-quality student services that support and reflect the diversity of our student population.

> **STRATEGY C**
Enhance chances for student success through effective retention strategies.

> **STRATEGY D**
Encourage all students to contribute to and participate in the intellectual, social, and cultural life of the campus and to be engaged citizens of the broader community (locally, nationally, and internationally).

> **STRATEGY E**
Provide high-quality facilities for teaching and learning.
GOAL 3 Foster the Mount’s commitment to the advancement of women, social responsibility, and community outreach.

> STRATEGY A
Foster and extend programs and initiatives currently underway to support the advancement of women.

> STRATEGY B
Extend our commitment to social responsibility through collaborative work with local, national, and international organizations who are working on behalf of social justice.
While much has changed since our founding as Mount Saint Vincent Academy in 1873, the core values of our institution have remained a constant. We have evolved from our roots as a women’s college and this has allowed us to open our doors to new participants, building a stronger, more diverse community. Our community may look different, but we are all united by a commitment to the advancement of women and share a belief that we can draw on our academic programs and research to advance our mission for social justice.

Guided by this legacy, we have attracted students, faculty, and staff who are committed to furthering social justice causes through research, activism, and teaching. We will continue to live by these values as we renew our focus and celebrate the many ways this spirit is embodied within our community. From research in aging, childhood development and nutrition, to interdisciplinary collaboration with partners equally dedicated to women’s rights, the Mount welcomes a future of strong community engagement.

With these successes in women’s education and leadership propelling our institution forward, we are able to celebrate milestones including the establishment of a new Institute for Women, Gender and Social Justice and the ongoing construction of the Margaret Norrie McCain Centre for Teaching, Learning, and Research – a facility dedicated to celebrating the accomplishments of women.
We have made considerable progress in strengthening our campus community through improved internal communications, an expanded focus on health and wellness, and more recognition of faculty and staff achievements. We will strive to continue this process, keeping our campus a welcoming and supportive place.

Our commitment to campus-wide wellness is leading to interesting and innovative programs. Making full use of our cultural, natural and recreational resources, we have developed campus trail maps supporting physical activity programs, as well as outdoor seating installations that encourage full use of our space. In addition, voluntary wellness surveys and health risk assessments are helping us build a support system that fosters healthy living year-round.

Through new recognition programs and engagement strategies, we will invite Mount faculty, staff, alumnae and retirees to contribute to our institution through teaching, research, mentorship and events. These long-lasting relationships will continue to enhance our community.
GOAL 4 Create a vital campus community based on the principles of respect, inclusion, wellness, and engagement.

> STRATEGY A
Foster a healthy, vibrant, and collegial working environment for all members of the Mount community.

> STRATEGY B
Foster the creation and maintenance of an inclusive and respectful workplace.

> STRATEGY C
Ensure that our campus community benefits from the engagement of special groups such as alumnae and Mount retirees.
GOAL 5 Achieve sustainability by managing our resources prudently and by obtaining the support needed in order for our university to flourish.

> **STRATEGY A**
Advocate effectively for the Mount through a strong program of communications and government relations.

> **STRATEGY B**
Secure donations needed to support the Mount’s highest priorities.

> **STRATEGY C**
Explore appropriate means by which we can raise additional revenue to supplement the income we receive from government grants, student fees and donor gifts.
The Mount has a long history of fiscal prudence, operating with balanced budgets for over twenty years and maintaining a low debt-to-equity ratio. While, like many other Nova Scotia universities, we experienced the ‘boom and bust’ effect of the Ontario double cohort ten years ago, we were able to manage our finances during that period without incurring deficits or operating debt.

Looking ahead, we will build on our stable history and extensive contributions to the region as we work to secure our place within the higher education landscape of Nova Scotia. New strategies will guide us as we tell our story effectively to civic leaders, government officials, and members of the public at large. Greater recognition of the Mount’s strengths will, in turn, solidify our position and underscore the value we bring to our region and beyond.

Following Project TWENTY12, our most successful fundraising initiative to date, we are building a new advancement plan that will ensure we secure funds for important future priorities.