



MOUNT 2017

Making a Difference

Summary of Strategic Plan Successes

WELCOME



A MESSAGE FROM THE PRESIDENT AND VICE-CHANCELLOR

As we begin the process of looking ahead to our next strategic plan, it's important we pause and consider the many accomplishments of our previous plan.

Mount 2017: Making A Difference was launched in 2012. In the over five years that followed, it served as a guide as we sought to support accessible learning for all members of our community.

Across our three faculties and many departments and programs, we've made strides. We implemented new academic and research plans rooted in the qualities and principles that make the Mount distinctive. We significantly expanded our supports for Indigenous students and our collaborations with Indigenous communities. We also added to our campus teaching and research infrastructure.

In short, the goals and strategies set out in our previous plan led to too many accomplishments to note in one brief booklet, so what you'll find on these pages are some highlights.

As a snapshot of the Mount's past several years, this booklet celebrates the culmination of a successful strategic plan—one through which we are stronger and even better positioned to continue being a model of creative teaching and research that nurtures socially responsible global citizens.

Sincerest thanks to all members of the Mount community, without whom these accomplishments would not have been possible. Each of you—Mount faculty, staff, students, senior leaders and supporters—has a critical and valued role to play and I look forward to many future collaborations.

With gratitude,

A handwritten signature in blue ink, reading "M. Bluechardt".

Dr. Mary Bluechardt



VISION

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

MISSION

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.

OUR 5-YEAR STRATEGIC GOALS

> 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.

> 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.

> GOAL 3

Foster the Mount's commitment to the advancement of women, social responsibility, and community outreach.

> GOAL 4

Create a vital campus community based on the principles of respect, inclusion, wellness, and engagement.

> GOAL 5

Achieve sustainability by managing our resources prudently and by obtaining the support needed in order for our university to flourish.



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.

These achievements illustrate our commitment to sharing knowledge and fostering leadership in all we do.

190

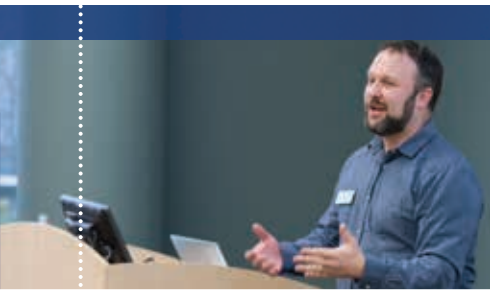
Students can access 190 courses and 10 complete programs online.



External funding for Mount researchers has been increasing since 2015.

\$1 MILLION

Grant from the Bill and Melinda Gates Foundation to support Dr. Whitfield's research (in partnership with the Sackler Institute for Nutrition Science at the New York Academy of Sciences).



HIGHLIGHTS

In 2012, we identified four strategies to help us reach Goal 1. Here's how we've measured up.

STRATEGY A:

We fostered opportunities in our academic programs for creativity, innovation, and cross-departmental collaboration on multidisciplinary and interdisciplinary programs by...

- > launching three new programs (Bachelor of Arts in Communications, Nonprofit Leadership, and Teaching English to Speakers of Other Languages)
- > increasing the number of international partners and articulation agreements

STRATEGY B:

We engaged in enrolment planning that is both shaped by input from and can provide direction to academic programs and departments by...

- > developing an updated enrolment management strategy
- > initiating a more substantial orientation process, including tailored orientation for different groups

STRATEGY C:

We encouraged the development and expansion of effective teaching and learning practices across our university by....

- > creating a new director role for our combined Teaching and Learning and Online Learning unit
- > establishing three new teaching awards (full-time faculty, more established full-time faculty, part-time faculty)

STRATEGY D:

We promoted the centrality of research to the pursuit of knowledge and academic excellence and to the intellectual life of our community members.

- > Many research project stories generated media coverage, shares, and views.
- > We opened the Centre for Applied Research in Human Health, focusing on Alzheimer's disease, obesity, early childhood health, and more.
- > We welcomed three new Canada Research chairs.

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.

We started as a school for young women, and today welcome students from around the world, building a stronger, more diverse community.

83%

In 2018, our overall retention rate is the highest in four years!



Enrolment increases among students self-identifying as

Indigenous

2015: 160 2017: 185

African descent

2015: 226 2017: 321



Our International Education Centre offers students the chance to study at partner universities from China to Norway, Denmark to Mexico, and points in between.



HIGHLIGHTS

In 2012, we identified five strategies to help us reach Goal 2. Here's how we've measured up.

STRATEGY A:

We continued 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 is well aligned with the Enrolment Management Plan by...

- > diversifying our international student population and growing the number of students from China, the Bahamas, and Ghana
- > raising over \$3 million since April 2014 for scholarships and bursaries

STRATEGY B:

We offered high-quality student services that support and reflect the diversity of our student population by...

- > consulting with eight Mi'kmaw nations in Nova Scotia to develop and implement an Indigenous student engagement strategy
- > opening an Aboriginal Student Centre led by a coordinator of Aboriginal Student Services
- > co-locating students services (in the E. Margaret Fulton Communications Centre)
- > creating a new International Education Centre

STRATEGY C:

We enhanced chances for student success through effective retention strategies such as...

- > opening a Centre for Academic Advising and Student Success
- > launching Mount 101, a program to help students develop the skills for university

STRATEGY D:

We encouraged 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) by...

- > installing the Walking With Our Sisters exhibit at the Mount Art Gallery, which honoured missing and murdered Indigenous women, girls, two-spirited people, and their families
- > launching a new Arts and Science Internship which ensures all Mount programs have a co-op, internship, or practicum opportunity

STRATEGY E:

We provided high-quality facilities for teaching and learning by...

- > opening the Margaret Norrie McCain Centre for Teaching, Learning, and Research
- > upgrading IT infrastructure, wireless service, and software
- > opening a new learning commons in the Mount library
- > building cutting-edge technology-enabled classrooms

GOAL 3 Foster the Mount's commitment to the advancement of women, social responsibility, and community outreach.

We were founded on a commitment to the advancement of women and a focus on social responsibility—values that remain at the core of the Mount today.



Attendance at our annual Girls Conference has doubled since 2012.



Our new McCain Centre (opened in 2015) is the first on a Canadian university campus dedicated to the accomplishments of women.



We introduced new renewable scholarships for students in the graduate Women and Gender Studies program.



HIGHLIGHTS

In 2012, we identified two strategies to help us reach Goal 3. Here's how we've measured up.

STRATEGY A:

We fostered and extended programs and initiatives currently underway to support the advancement of women by...

- > raising awareness of women's issues through the Nancy's Chair in Women's Studies; past chairs include El Jones, Catherine Martin, Dr. Deborah Stienstra, and Dr. Rita Shelton Devereil
- > bringing together hundreds of girls to celebrate the UN's International Day of the Girl Child in 2017
- > supporting the renewal of Dr. Tamara Franz-Odenaal as the NSERC Women in Science and Engineering (Atlantic Division) chair in 2017

STRATEGY B:

We extended our commitment to social responsibility through collaborative work with local, national, and international organizations who are working on behalf of social justice by...

- > establishing a social responsibility working group that includes faculty, staff, and students that led the development of a statement reflecting the Mount's pan-university commitment to socially responsible action
- > establishing the Alexa McDonough Institute for Women, Gender and Social Justice at the Mount



GOAL 4

Create a vital campus community based on the principles of respect, inclusion, wellness, and engagement.

We have strengthened our campus community through a continued commitment to the well-being of all our people.



Mount alumnus DeRico Symonds was named Black Student Support Coordinator at the Mount in 2018. In that role, he's advancing support for students of African descent, connecting students with the support they need, and fostering community.



In 2017, we became the first Nova Scotia university to add a wikuom to our campus facilities.

87%

Of staff and faculty agreed the university communicates information in a timely manner (2016 survey).



HIGHLIGHTS

In 2012, we identified three strategies to help us reach Goal 4. Here's how we've measured up.

STRATEGY A:

We fostered a healthy, vibrant, and collegial working environment for all members of the Mount community by...

- > signing a first-ever memorandum of understanding (MOU) between the Mount Student Union and the university administration marking a major commitment to student engagement
- > introducing a sexual violence prevention policy in 2015—and becoming one of the first universities in the province to do so

STRATEGY B:

We fostered the creation and maintenance of an inclusive and respectful workplace by...

- > continuing to advance a Faculty Diversity Hiring Program, which designates one tenure-track position a year to a candidate who identifies as Indigenous, African Canadian, racially visible, or having a disability
- > introducing an updated Harassment and Discrimination policy, including a new quick guide, and hosting employee sessions on respect in the workplace

STRATEGY C:

We ensured that our campus community benefits from the engagement of special groups such as alumnae and Mount retirees by...

- > ensuring alignment of Advancement efforts through a new MOU with the MSVU Alumnae Association and collaboration with the Advancement and External Relations Committee of the Board

GOAL 5

Achieve sustainability by managing our resources prudently and by obtaining the support needed in order for our university to flourish.

Year over year, the Mount has balanced our operating budgets, all while ensuring a quality education, solid support services, and expanded investments in scholarships and bursaries for students.



372 Mount stories, from Austria to zebrafish, were told via msvu.ca and shared across social media since 2014.



We've decreased our water and energy consumption enough to fill 168,000 bathtubs and to power ~83 homes for a year.



The Mount received \$2.5 million from the federal and provincial governments for the new Centre for Applied Research in Human Health.



HIGHLIGHTS

In 2012, we identified three strategies to help us reach Goal 5. Here's how we've measured up.

STRATEGY A:

We advocated effectively for the Mount through a strong program of communications and government relations by...

- > welcoming many elected officials, government representatives, and Indigenous leaders and connecting them with faculty and students
- > expanding strategic partnerships with government and community collaborators

STRATEGY B:

We secured donations needed to support the Mount's highest priorities by...





- > raising more than \$12 million in 20 months to construct the Margaret Norrie McCain Centre for Teaching, Learning and Research
- > raising more than \$5.7 million through the Advancement team toward initiatives in the areas of advancement of women, Aboriginal access to education, scholarships, bursaries, student support, and capital initiatives

STRATEGY C:

We explored appropriate means by which we can raise additional revenue to supplement the income we receive from government grants, student fees, and donor gifts by...

- > partnering with Homburg and the Nova Scotia Community College to launch a new online executive certificate program in real estate development
- > earning revenue through conference services—revenues have increased 29.7 per cent from 2011–18



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