



Mount 2017: *Making a Difference*

Mount Saint Vincent University's Strategic Plan

CONTEXT

Five years ago, as part of its Strategic Plan, *Destination 2012*, Mount Saint Vincent University outlined a new vision statement, mission and set of institutional values designed to put the Mount on a path that “builds on our heritage established by the Sisters of Charity, . . . recognizes our assets, and points the way for exploration and development” (p. 1). The Plan focused attention on four overarching goals: quality; the advancement of women; engagement; and accessibility. Associated strategies and actions under each of those four goals have given direction to our university’s work since the Plan was approved by Senate and the Board of Governors at the end of 2007.

External challenges faced by the Mount that were cited in *Destination 2012* included a highly competitive university sector in Atlantic Canada (17 institutions with campuses in 25 communities); further competition for students from community colleges; a declining population within our region, with an accompanying decline in undergraduate enrolments; and economic conditions below par with many other parts of the country.

Challenges identified as internal to the Mount community included a continuing decline in the number of applications from domestic as well as international students; a large number of undergraduate programs with low enrolments; a low student retention rate relative to our peers; substandard facilities; and a lack of student-centred focus in the delivery of administrative services.

Destination 2012 took direct aim at addressing the Mount’s internal challenges, an important undertaking if we were to contend successfully with those that were external and not easily amenable to change. Activities included an extensive review of academic program viability; the establishment of several initiatives aimed at enhancing student life and responsiveness to student needs; an upgrade of many of our facilities and technology resources; investments in marketing and recruiting (with attention to communicating the Mount’s distinctive strengths, including its small size and a faculty dedicated to student success); and a renewed focus on our traditional mission of educating women for leadership.

The changes have been in some cases difficult ones. Nothing cuts to the heart of an academic institution more sharply than a project aimed at rationalizing, streamlining or discontinuing academic programs, but this hard work has been done, to the credit of Senate and its committees. Further, we have taken opportunities to add new academic programs built on cross-program collaboration, such as a BSc in Science Communication and a BA (Combined Major) and a BSc (Combined Major), as well as to build on our traditional strengths in areas such as Co-Op Education and distance learning. We have also introduced a new PhD in Education that is the result of collaboration with two of our sister institutions in the Province.

Changes in our approach to student services and to recruiting have required discipline and focus on the part of our academic support staff, and significant enhancements have been achieved. In the case of our need to upgrade physical facilities, we were fortunate that both provincial and federal facilities renewal funding was



on offer to support a number of important projects. And our re-commitment to our distinctiveness as a university dedicated to the advancement of women has sparked new energy among many of our faculty and staff (our being awarded the NSERC Chair in Women in Science and Engineering being one instance of success in this area, and the establishment of a new Institute for Women, Gender and Social Justice another).

Outcomes of these many-pronged efforts across our campus include a continuing increase in applications from most of our student demographic groups, both international and domestic; a growing recognition among the communities we serve of the values espoused by the Mount and their importance within Nova Scotia's system of higher education; a continuing record of balanced budgets and fiscal responsibility; and opportunities for further enrichment of Nova Scotia through the assets that we have to offer.

Our new Plan outlines strategies to ensure that we take advantage of what we have learned about our strengths and capacity over the past five years, and that we continue to build on the momentum generated by recent successes. We remain confident that the Mount can play a central role in creating opportunities for higher education that are vital to the personal, civic and economic well-being of Nova Scotians, other Canadians, and students from around the globe.

In 2013 Mount Saint Vincent University celebrates the 140th anniversary of its founding by the Sisters of Charity as Mount Saint Vincent Academy and Boarding School for Girls. Over the years, we've moved through our evolution as a "normal" or teacher training school; a College for women (1925); and finally, in 1966, as a full-fledged university with a primary focus on the education of women.

The Sisters of Charity were at the forefront of this evolution, fighting for decades to secure the Mount's place in Nova Scotia higher education. They worked to build an institution that would educate women for full citizenship and economic independence. Over the years, as more fields opened up to women, the Sisters broadened the Mount's programs accordingly, and they also worked to make the Mount affordable by offering its students scholarship and bursary assistance. Before the practice became common in Canada, the Mount introduced televised courses – the first university in Nova Scotia to do so—and in time expanded the modes of distance education available to students. In addition, evening and weekend course offerings made the Mount accessible to part-time and working adult students.

While these innovations were directed at the women whose educational needs the Sisters sought to meet, they have also benefited the many men who have enrolled as students at the Mount since the late 1960s. In our current mission statement we reaffirm our commitment to the advancement of women, and at the same time we recognize that the Mount's focus on access and on a high-quality student experience is good for both the men and the women who pursue their education here.

The Strategic Plan that follows is premised on the assumption that the challenges identified five years ago continue to require our focused attention as we work to ensure our viability and prosperity in the Nova Scotia higher education landscape. While on the one hand we have shown our ability to respond successfully to those challenges—stabilizing and increasing both our domestic and international enrolments, for example, and making substantial improvements to our services and facilities—we must sustain and build on these accomplishments over the coming years. We are still operating within a competitive environment for student recruitment, in a region where the youth population is in a steady decline. Because the Mount typically draws 80% of its student population from the Atlantic region, with 70% of those coming from the Halifax Regional Municipality, we are particularly vulnerable to this demographic trend and must ensure that we diversify and sustain our enrolment base. The Enrolment Management Plan called for in the new Strategic Plan will be an important element in our success, as will our ability to offer educational programming distinctive in its content and delivery mode. Our strengths in distance education, for example, create opportunities for expanding our part-time student base and reaching adults through workplace-based educational programs.



Economic conditions within the Province remain troubling, with recurring employment losses in the traditional resource industries and lagging performance in new business development. Part of the Provincial government's response to these financial difficulties has been to focus intently on getting the budget "back to balance," which has entailed sizeable cuts to its public sector expenditures, including grants to universities. We continue to urge the government to recognize the economic benefits stemming from a strong post-secondary sector, but the message has yet to be heeded, and with the added weakness of the national and global economy, our financial situation is a greater challenge than it was five years ago. The new Strategic Plan recognizes the importance of securing the financial resources necessary to our well-being and of managing those resources prudently.

There has been considerable talk from the government over the past two years of the need for the Province's 10 universities to work in closer partnership, with recurring reference to the benefits that might accrue from formal mergers of programs or even of institutions. A government-commissioned report published in the fall of 2010 alluded to the Mount as one university that might find itself in a position where a merger became an unavoidable step for survival, though the report stressed, and government officials continue to affirm, that such a step would only be taken at our University's initiative. We remain convinced that the Mount as a free-standing institution has unique and invaluable contributions to make within the context of Nova Scotia's universities. At the same time, we see positive opportunities to be gained through collaborative partnerships and will seek opportunities for such partnerships during the course of our next Strategic Plan.

One further and significant change in our environment, in addition to the Province's reduction in support for universities, is the recent sale of the Sisters of Charity lands that surround our campus. Over the next 10 years those lands will be developed into a high-density residential neighbourhood, with up to 4000 residents in apartments, condominiums, and houses. We will need to stay closely involved in plans for this development, seeking possibilities for partnership and collaboration that would be of benefit to the Mount community, including students, faculty and staff.

The new Plan remains grounded in the particular character and strengths of our institution and seeks to build upon and extend the successes achieved within the framework of *Destination 2012*. We intend to hold true, for example, to our founding value of equitable access to education. We have accomplished much in that regard, but more remains to be done. We will reach out further to the women and men of under-served communities and ensure that we offer them a hospitable environment for their learning. Initiatives under development to serve Aboriginal and African Nova Scotian students, for example, are included within the new Plan. A projected evaluation of student services will provide important information on how well we are serving the needs of special populations such as students with disabilities. The Plan also acknowledges that, following the success of our international recruitment efforts, we must ensure that we offer our students from abroad the services and support that they require to flourish at the Mount.

We intend as well to continue forging links with the broader community through research and educational partnerships, including those that advance our vision of a just and equitable society. Where we can accomplish more in collaboration with our sister institutions of post-secondary education than we can achieve alone, we will seek to create and sustain those partnerships.

In our teaching and research programs, we will aim to keep the creative and entrepreneurial spirit of our past alive. Universities are sometimes seen as dinosaurs incapable of adaptation, but the Mount's history is a resounding contradiction of that view, and we intend to ensure that the same is true of our future. In the new Academic and Research Plans to be developed over the next two years within the framework of this Strategic Plan, we have an opportunity to foster new initiatives that respond to the social, cultural and economic needs of our Province and beyond and that emphasize the distinct character of the Mount.



We will strive to keep our campus—both the physical and the virtual one—a welcoming and supportive place for our students through the efforts of our faculty and staff to maintain a humane, student-centred environment. In addition, we will work to ensure that the Mount incorporates within its own workplace its values of inclusivity and respect for all. And finally, our new Plan seeks to ensure that our faculty have the resources needed to conduct their research and sustain excellence in the classroom, and that our staff members have the tools required to carry out their duties to the highest standard.

In summary, our new Strategic Plan maintains a commitment to *[the vision]*, mission and values articulated in *Destination 2012*:

VISION

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

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

The goals outlined in the Plan that follows will see our efforts focused over the next three to five years on achieving

- A high-quality teaching, learning and research environment
- A diverse and engaged student body who can attain academic and personal success
- Significant contributions to the advancement of women and to the needs of our surrounding communities
- A campus community marked by respect, inclusion, and engagement
- The resources needed to ensure that our University flourishes.

GOAL ONE: To 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.

A critical step in advancing the first goal of our next Strategic Plan will be to complete a new Academic Plan that encourages collaborative academic initiatives (within our own university and in partnership with other post-secondary institutions) and allows scope for the creative adaptation that has been a hallmark of the University's past. The Academic Plan should provide a framework within which individual departments and our three Faculties can set direction and establish priorities. In tandem with the Academic Plan, we will develop an Enrolment Management Plan that is informed by program and enrolment planning at the departmental level. It is time for us to consider and decide upon critical questions related the optimum size we aspire to be and the mix of students we wish to serve (e.g., graduate, undergraduate, part-time, full-time, on campus and studying at a distance). Departments will have the opportunity to argue the case for enrolment potential within the programs they offer or wish to introduce, as well as the resources required to achieve and maintain their targets.

As an outgrowth of Destination 2012, we are well on the way to adopting a Teaching and Learning Plan that should guide us in carrying out our commitment to excellent teaching and to a rich institutional learning culture.

In the first year of our new Strategic Plan, we will develop a new Research Plan that is tailored to the Mount's research capacity within our three Faculties, one that capitalizes on our academic strengths and our capacity, for example, to contribute in important ways to research on topics of social and cultural importance. We will also build into this Research Plan strategies for incorporating research opportunities into the undergraduate experience, another feature that can make education at the Mount distinctive.

Strategy A. Foster opportunities in our academic programs for creativity, innovation, cross-departmental collaboration on multidisciplinary and interdisciplinary programs, linkages between academic and academic support units, and flexibility (including the extension of current programs to new formats or student populations).

Actions and areas of responsibility

- i. Complete and secure approval for a new Academic Plan that
 - identifies strategies for developing stronger bridges between departments and Faculties (including, for example, an interdisciplinary MA/MSc)
 - encourages partnerships with other post-secondary institutions on behalf of joint programs and academic services
 - proposes structures that encourage innovation and new initiatives
 - supports program excellence and distinctiveness at both the graduate and undergraduate levels
 - encourages the reflection of diverse viewpoints (e.g., international perspectives, Aboriginal culture and knowledge, African Nova Scotian content) where appropriate in our curriculum
 - supports the use of flexible delivery modes such as workplace-based education programs and distance education offerings to serve part-time students

(VP Academic; CAPP).

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

Actions and areas of responsibility

- i. Complete and secure approval for an enrolment management plan that
 - Is built upon department-level projections as to academic programs to be offered, desired size and mix (graduate/undergraduate, full-and part-time, distance, mature, etc.) of their student population over the next five years, as well as the desired profile of their faculty members
 - Identifies the optimal size for the Mount and establishes realistic targets for growth where desirable

(VP Academic, AVP Student Experience, Enrolment Management Committee)

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

Actions and areas of responsibility

- i. Complete and secure approval for a Teaching and Learning Plan whose outcomes include an emphasis on
 - student-centredness;
 - robust academic advising and career counselling;
 - deep learning (including enhanced co-op and service learning opportunities);
 - teaching excellence;
 - supportive teaching and learning environments;
 - the effective use of technology
 - a rich institutional learning culture (including opportunities for part-time faculty to engage in the academic life of their departments, as well as strategies to integrate staff more fully into the academic enterprise).

(VP Academic, SCOTL, IT&S, DLCE, AVP Student Services, Co-Op)

Strategy D. Promote the centrality of research to the pursuit of knowledge and academic excellence and to the intellectual life of our community members.

Actions and areas of responsibility

- i. Develop and secure approval for a Research Plan that
 - reflects the rich diversity of research and scholarship at the Mount
 - fosters community outreach and engagement as part of our research agenda, including strategies for extending the reach of Mount research to diverse communities and publics
 - supports research activities suited to the Mount's academic nature and strengths (including our tradition of social responsibility, social justice, and social innovation)
 - builds the Mount's global connections via research on international topics, with international partners, or by international visiting faculty and students



- proposes methods for strengthening the relationship between research and teaching and encouraging an inquiry-based learning model
- emphasizes the incorporation of student research opportunities into the undergraduate as well as the graduate classroom

(AVP Research, Research and Publications Committee)

ii. Explore opportunities for research partnerships and collaborations with other organizations, including international partners.

(AVP Research, VP Academic)

iii. Publicize, recognize and celebrate the research accomplishments of the Mount community.

(AVP Research, AVP Communications and Public Affairs)

GOAL TWO: To recruit to the Mount students who will benefit from our academic programs and services; to enhance our students' engagement with their education; and to provide high-quality student services and facilities to support students' academic and personal success.

The Mount has long valued its tradition of accessibility: to women, when most women did not have opportunities for post-secondary education; to students who are the first in their family to go to university; to lower-income students in need of financial assistance; to working adults who attend part-time and take advantage of distance education. We continue to attract students from a broad range of backgrounds, from the just-graduated high school student through transfers from the community college system to mature students returning to upgrade their credentials. In a time when Nova Scotia's youth population is declining, this diversity within our student body will be an asset and should be maintained. At the same time, we must make sure that we offer services to support the success of each student recruited to our campus. As our international student population grows, for example, we will assess the type of resources required to meet the needs of these students and put these programs and services in place. Our mature student population may require services offered at times and in ways tailored to their needs, and we should assess and adjust our practices accordingly. We know that academic advising is critical to student retention, and we need to ensure that our approach to advising makes effective use of faculty and of our professional advisors. We have laid the groundwork for improving our retention rates by enhancing the experience of our first-year students and must continue that important work. And in addition to offering the academic services required by our students (e.g., counselling, writing instruction, career planning), we must promote those services effectively so that students can make good use of them.

Active student engagement with their learning is highly correlated with student success, and we are committed to expanding opportunities for engagement both within (through teaching practices) and outside the classroom. We have a number of models that have been developed on our campus (e.g., the Learning Passport, the Co-Curricular Transcript) with notable success. We will also seek further opportunities for students to participate in co-op programs, internships, service learning and international exchanges.

Finally, we will continue to pursue our plan to build new academic facilities and to adapt and modernize existing facilities so that they provide a high quality teaching and learning environment.

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.

Actions and areas of responsibility

i. Ensure that our recruitment and admissions practices reach and encourage participation by groups traditionally underrepresented in higher education such as Aboriginal students, African Nova Scotians, mature students, and students who are the first in their families to attend university.

(AVP Marketing and Recruitment, AVP Student Experience)

ii. Work to broaden the source countries from which we attract students as well as the diversity of programs within which international students enrol.

(AVP Student Experience)

iii. Ensure that our delivery formats (mode of delivery, time of day courses are offered) support participation by a broad range of students.

(VP Academic, Director of DLCE)

iv. Create a plan to increase the Mount's effectiveness in recruiting students to our graduate programs.

(AVP Marketing and Recruitment, Dean of Graduate Studies)

v. Expand financial support available to both graduate and undergraduate students to enhance our competitiveness and effectiveness in recruiting.

(Advancement, Dean of Graduate Studies, Registrar)

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

Actions and areas of responsibility

i. Undertake an assessment of student services and propose any enhancements needed to ensure that we meet the needs of all Mount students, including full-and part-time, graduate and undergraduate, international, mature learners, students with disabilities, students studying at a distance, First Nations, African-Canadian, and first-generation students.

(VP Academic, AVP Student Experience, Dean of Graduate Studies)

ii. Proceed with creation of a Learning Commons in the Library that integrates and centralizes many of our academic student services.

(University Librarian, Senior Executive Team)

iii. Establish an Aboriginal Student Centre and hire an Aboriginal Student Counsellor.

(President, VP Academic, AVP Student Experience)

iv. Use technology effectively to support our provision of student services.

(AVP Student Experience, DLCE, IT&S)

Strategy C. Enhance chances for student success through effective retention strategies.

Actions and areas of responsibility

i. Develop a plan for strengthening the first-year student experience.

(VP Academic, AVP Student Experience)

ii. Enlist departments and Faculties in the development and implementation of student retention plans (including techniques proven to be effective such as student mentoring).

(Retention Committee, VP Academic, AVP Student Experience, Registrar)

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).

Actions and areas of responsibility

i. Research best practices for on-campus student engagement (including those already in use on our own campus) and facilitate the expansion of those practices throughout our academic and support departments.

(AVP Student Experience, VP Academic, Deans)

ii. Ensure that we make optimum use of on-campus cultural and education resources such as our Art Gallery and Library on behalf of engaging students.

(Art Gallery Director, University Librarian, Deans)

ii. Create more opportunities for international students to be fully integrated into the campus community and to engage meaningfully with domestic students through, for example, a residential global living experience and an International Buddy Program.

(AVP Student Experience)

iii. Expand experiential, co-op, and applied learning opportunities for our students that afford them opportunities to be involved as citizens of the broader community.

(VP Academic, Deans, CAPP)



iv. Create pathways for students to engage in study abroad such as joint distance programming, collaborative research, articulation arrangements and international project activity; include short-term study abroad opportunities to increase accessibility.

(AVP Student Experience)

Strategy E. Provide high-quality facilities for teaching and learning.

Actions and areas of responsibility

i. Build and open the new McCain Centre for Teaching, Learning and Research.

(President, VP Administration)

ii. Renovate and modernize current classroom and meeting space to improve its effectiveness for teaching and learning.

(Dean of Arts and Science, VP Academic, Director of Facilities)

iii. Seek opportunities for providing dedicated space for graduate and honours student research.

(VP Administration, Dean of Graduate Studies)

iv. Ensure that we provide appropriate technology to enhance teaching and learning.

(DLCE, VP Academic, IT&S, SCOTL)

GOAL THREE: To foster the Mount's commitment to the advancement of women, social responsibility, and community outreach

The Mount has a long-established reputation as an institution working on behalf of critical social causes, including, from our inception, the education and advancement of women. *Destination 2012* set the stage for further efforts in this regard, and one important outcome over the past five years has been the evolution of the former Institute for the Study of Women to become the new Institute for Women, Gender and Social Justice. There are additional initiatives proposed in the 2009 Women and Leadership Task Force Report that have yet to be enacted and should be reviewed for possible implementation. Further, we should consider ways in which we can expand the scope of our community outreach through partnerships with other socially responsible organizations.

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

Actions and areas of responsibility

i. Review initiatives proposed in the Women and Leadership Task Force Report (2009), make decisions as to which should be implemented, and assign responsibility for their implementation.

(Senior Executive Team)

- ii. Support the Institute for Women, Gender and Social Justice as a hub for interdisciplinary programming and research on campus.

(President, VP Academic, Deans)

- iii. Ensure that the Nancy's Chair in Women's Studies continues to play a central role in fulfilling our commitment to the education and advancement of women.

(President, VP Academic, Deans)

- iv. Build partnerships with organizations who are advancing the rights and education of women; promote the Mount as a resource for such work.

(IWGSJ)

- v. Create a prominent place on our website or establish a microsite to highlight our activities related to the advancement of women (including the work of the Centre for Women in Business).

(AVP Communications)

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.

Actions and areas of responsibility

- i. Develop a statement outlining the Mount's major commitments to socially responsible action (e.g. environmental sustainability, poverty reduction, food security) to be approved by Senate and the Board of Governors; after approval, develop a plan of action for implementing these commitments.

(President, VP Academic, IWGSJ)

- ii. Create and maintain on the web a "map" that displays current projects at the Mount that have community partners and linkages (e.g., research, volunteer service, co-op partners).

(AVP Research, IT&S)

GOAL FOUR: To create a vital campus community based on the principles of respect, inclusion, wellness, and engagement

Destination 2012 included a number of recommendations aimed at strengthening our campus community, including more recognition of members' achievements, better internal communications, and an expanded focus on wellness. It also stressed a commitment to increasing the diversity of our faculty and staff and ensuring that the University is a welcoming place for all our members.



We have made considerable progress in each of these areas and will continue building upon the foundation established over the past five years.

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

Actions and areas of responsibility

i. Continue implementation of our wellness program for faculty and staff.

(Director of Human Resources)

ii. Continue enhancing the faculty and staff recognition plan in ways that are meaningful to each employee group.

(President, AVP Academic, AVP Administration, Director of HR)

iii. Make full and productive use of our cultural, natural and recreational resources (e.g., Art Gallery, Library, walking trails, sports facilities) in order to enhance the quality of campus life.

(Director of Facilities, University Librarian, Director of Athletics and Recreation, Art Gallery Director)

iv. Assess the design and use of current gathering spaces (e.g. Vinnie's) to plan creative enhancements that will contribute to social cohesion among our members.

(VP Administration, Director of Facilities)

v. Create opportunities for staff and both full- and part-time faculty to interact in meaningful ways and to gain a deeper understanding of each other's work (e.g., encourage staff to attend Faculty Dialogue series; showcase the work of different academic and support departments at the Town Hall meetings).

(President, VP Academic, AVP Research, AVP Communications, Department Chairs)

vi. Create and maintain a master calendar of major campus events to facilitate awareness and participation on the part of faculty, staff and students.

(AVP Communications)

vii. Review and revise internal communication practices as required to ensure they continue to meet campus needs.

(AVP Communications)

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

Actions and areas of responsibility



i. Develop a plan to increase diversity in our hiring in relation, for example, to race, ethnicity, physical ability, culture, and underrepresented groups such as First Nations peoples.

(President, VP Academic, VP Administration, HR)

ii. Develop a plan to increase education about and adherence to respectful workplace practices on our campus.

(President, VP Academic, VP Administration, HR)

Strategy C. Ensure that our campus community benefits from the engagement of special groups such as alumnae and Mount retirees.

Actions and areas of responsibility

i. Develop a robust alumnae relations program that results in the involvement and support of our alumnae, including their engagement as mentors with our students.

(Alumnae Relations)

ii. Engage Mount retirees who wish to remain connected with the Mount and make contributions to teaching, research, or other aspects of the life of the University.

(Deans, Alumnae Relations)

GOAL FIVE: To achieve sustainability by managing our resources prudently and by obtaining the support needed in order for our University to flourish

The Mount has a long history of fiscal responsibility and we will continue to operate responsibly and within our means. We will also work to secure our place within the higher education landscape of Nova Scotia by telling 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, support our efforts to secure donors for our work and partners in carrying out that work.

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

Actions and areas of responsibility

i. Through our website, media releases, and other public channels, tell the story of the Mount's strengths and successes in education, research, civic engagement, community service, and fiscal responsibility.

(AVP Communications, President)

ii. Liaise regularly with members of the municipal, provincial and federal government and with First Nations leaders to keep them informed of the Mount's activities.



(President, VP Academic, VP Administration, AVP Communications)

Strategy B. Secure donations needed to support the Mount's highest priorities.

Actions and areas of responsibility

i. Build a fund-raising program that is based on a regular review of institutional priorities such as graduate and undergraduate scholarships, research support, and facilities renewal (financial support for funding graduate students has been signalled as a current high priority).

(President, Advancement Team)

ii. Ensure that the fund-raising program is well managed, accountable for outcomes, and characterized by good stewardship of our donors (alumnae, friends, corporations and foundations).

(President, Advancement Team)

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.

Actions and areas of responsibility

i. Pursue business opportunities (e.g. conference services, leasing of land or space, partnerships with the developer of the Sisters of Charity lands) that make suitable use of our space, expertise and facilities to generate ancillary revenues.

(VP Administration)

ii. Pursue educational opportunities (e.g., off-shore training, use of our distance learning capacity, programs tailored to special populations such as mid-career professionals) that can supplement our regular revenues.

(VP Academic, VP Student Experience, Director of DLCE)