



Strength Through Community

MSVU Strategic Plan | 2021–2028

Acknowledgment

Mount Saint Vincent University acknowledges our location in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq People.

This territory is covered by the "Treaties of Peace and Friendship," which Mi'kmaq and Wolastoqiyik (Maliseet) People first signed with the British Crown in 1725. The treaties did not deal with surrender of lands and resources but in fact recognized Mi'kmaq and Wolastoqiyik (Maliseet) title and established the rules for what was to be an ongoing relationship between nations.

Mount Saint Vincent University acknowledges, with deep respect, the long history and cultural traditions of the Mi'kmaq. We are committed to maintaining and building relationships based on the principles of mutual trust, respect, reciprocity and collaboration in the spirit of reconciliation.



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Message from **The Board of Governors**



On behalf of the Board of Governors of Mount Saint Vincent University (MSVU), I am pleased to present this Strategic Plan, Strength Through Community, which will guide the MSVU community for the next seven years. President Bluehardt led an extensive consultation process that resulted in the sharing of ideas and aspirations that will shape and guide the university.

A strategic plan is critical to the Board and all constituencies of the university. It directs and steers us purposefully toward accomplishing our goals as captured within our seven themes, and is underscored by our commitment to our mission, vision and values. Each of us is accountable for this plan and to ensuring we attain these goals.

I am very pleased that our plan upholds our commitment to the education of women and girls, to social justice and to equity, areas in which MSVU has built a strong reputation that makes us unique and valuable to our community and to society as a whole.

In the latter part of our consultations, the COVID-19 pandemic struck. I am very proud that MSVU was well positioned to respond to the many challenges that continue to be our current reality. Our history as a leader in online learning facilitated a timely response to ensure we met our academic commitments to students. Our university community came together to work through the crisis. The Board is grateful for the teamwork on all fronts that supported our students, faculty and staff.

We will never be exactly the same. Over the seven years of the Strategic Plan, the pandemic will hopefully have passed, and we will learn many lessons and seize the challenges as opportunities.

I have every confidence that this Strategic Plan will guide us on our journey to continue providing exceptional learning, teaching and research. Like MSVU itself, our plan is bold, inclusive and innovative — a place for all to thrive.

Best wishes,

A handwritten signature in blue ink, appearing to read 'M. Bluehardt'.

Message from **The President**



As we approach our sesquicentennial, our new Strategic Plan is a statement about the unique contributions that MSVU can and will make within an evolving global context.

As its title — Strength Through Community — suggests, our plan is grounded in community and responds to our pledge to build, in partnership with community, stronger societies through enhanced access to education. That commitment extends to our Indigenous community, as we work to advance programs that support not only their educational ambitions, but provides a support system for Indigenous faculty, staff and students with a particular focus on women and girls.

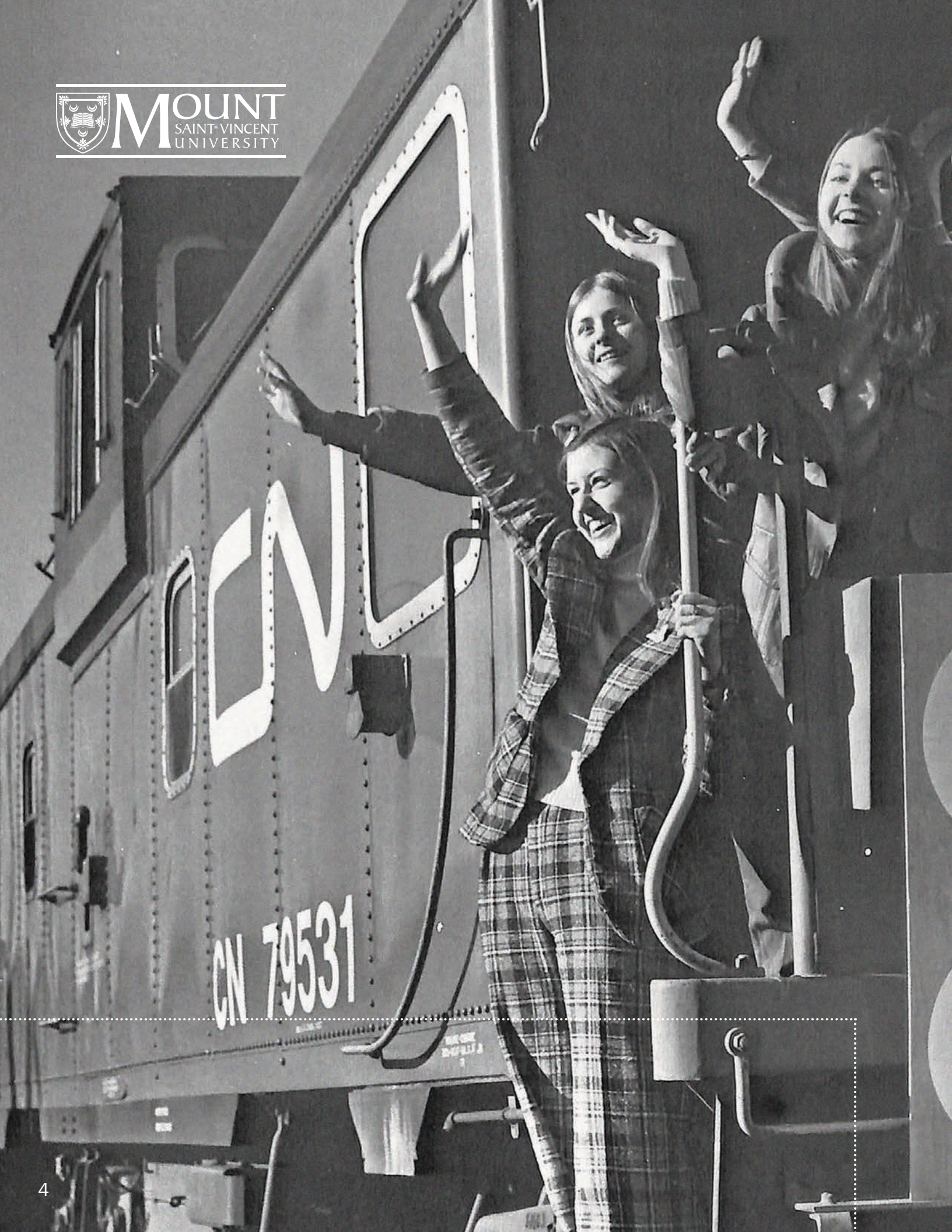
The underlying theme of this plan, indeed of this university, is our continuing leadership related to equity, diversity, inclusion and accessibility, as well as the advancement of Indigenous and African-Nova Scotian members of the community. Since our inception, at a time when women were not permitted to vote, we have been recognized leaders, both nationally and internationally, in the removal of systemic barriers to full participation in the university experience for ALL — especially for those from underrepresented groups. That leadership remains central to our commitment to academic excellence in a rich and rewarding university experience, designed to nurture socially responsible global citizens, at home and abroad — and that leadership is probably more important today than at any point in our history.

This plan is profoundly important to the future of MSVU, and is informed by input received from faculty, staff, students, alumni, donors, government, business and community partners. I wish to extend my most sincere thanks to them and to all who added your voices to this important conversation — we have worked hard to ensure you see your ideas reflected in the plan.

Achieving the objectives set out in this Strategic Plan is imperative to ensuring the ongoing viability of MSVU, and our long-standing tradition of social responsibility and enduring commitment to the advancement of women. Our shared ownership of this plan will propel us forward in the months and years ahead in the true definition of community. Onward to the next 150!

Warm regards,

A handwritten signature in blue ink, appearing to read 'M. Bluechard', with a stylized flourish at the end.





Introduction

History

Established in 1873 by the Sisters of Charity of Saint Vincent de Paul, Halifax (as the order was known at the time), Mount Saint Vincent was one of the few institutions of higher education advancing women and girls in Canada at a time when women could not vote. The original purpose of the academy was to train novices and young sisters as teachers, but the Sisters also recognized a need to educate other young women.

By 1912, the Sisters recognized the need to offer greater opportunity through university education and adopted a plan to establish a college for young women. Two years later, in 1914, the Sisters partnered with Dalhousie University, enabling Mount Saint Vincent to offer the first two years of a bachelor's degree program to be credited toward a Dalhousie degree.

In 1925, the Nova Scotia Legislature awarded Mount Saint Vincent the right to grant its own degrees, making it the only independent women's college in the British Commonwealth. By 1951, the college offered degrees in Arts, Secretarial Science, Music, Home Economics, Library Science, Nursing and Education.

In 1966, the college became Mount Saint Vincent University (MSVU), and established a Board of Governors and Senate. This was also a period of tremendous growth with enrolment increases, new construction and new agreements. In 1967, MSVU began admitting men as students. The university continued to evolve with the expansion of programs during the 1970s, which included Child Study, Public Relations and Gerontology.



In 2018, the Sisters of Charity–Halifax unveiled the Truth and Reconciliation Panel in the Heritage Garden on the grounds of Caritas Residence in Halifax. In acknowledging the Order’s history with the Shubenacadie and Kootenay Residential Schools, the panel reads:

The Indian Residential School system was established in 1867 with the goal of assimilating Indigenous children into Euro-Canadian society through its church-run, government-funded institutions. From its establishment until the closure of the last federally-run school in 1996, more than 150,000 Indigenous children were placed in residential schools across Canada. The students were punished for speaking their language, denied access to their culture and families, and, in many cases, suffered physical, sexual, and emotional abuse. The Sisters of Charity-Halifax were teachers, cooks and in charge of domestic tasks at Shubenacadie (Shubenacadie, NS) and Kootenay, also known as St. Eugene’s (Cranbrook, BC).

In looking toward the path forward, The Sisters of Charity–Halifax noted that “We can’t change the past, but we can listen deeply, with our hearts, to those who feel they can speak ... we can work toward a future of hope, healing and right relationships.”

MSVU also acknowledges that Indigenous Africans were forcefully removed from their native lands and involuntarily dispersed across the world, that their labour was exploited to create wealth mainly for non-African descended people, and that inequity and systemic racism is still experienced by African-descendant people today.

MSVU remains committed to social justice and to promoting equity, diversity, inclusion and accessibility. This Strategic Plan was written with these themes at its core.



Context

Our values — academic freedom, accountability, creativity, engagement, professionalism and respect — are woven throughout the fabric of this Strategic Plan and, in aggregate, they represent the foundational characteristics that have attracted, and continue to attract, students, faculty and staff regionally, nationally and internationally to MSVU.

Building on our history, and our 2017 Strategic Plan, MSVU continues our commitment to the advancement of women and girls, to other underrepresented groups and to developing students who are well-informed critical thinkers pursuing social justice and global citizenship.

With our long-standing history as one of the country's most inclusive universities, we value, and are committed to being leaders in, equity, diversity, inclusion and accessibility (EDIA). Indeed, MSVU is part of the Dimensions pilot program, which aims to foster increased research

excellence, innovation and creativity across all disciplines through increased equity, diversity and inclusion. As the only Nova Scotian university publicly recognized as a leader in EDIA through this program, and one of only 17 in Canada, MSVU will work with the other Dimensions universities to share and develop accessible resources and tools that will enhance EDIA at universities across Canada.

Nova Scotia's university sector is recognized as playing an informed, critical role in the social, economic and cultural development of the province, and the landscape in which the sector operates is one of continuing change and corresponding challenge in an evolving global context. This Strategic Plan is designed not only to ensure MSVU responds to those challenges, but that its tenets will permeate all that we do as we respond to the growing competition for students, faculty and staff who are increasingly committed to social justice and social responsibility.

The ideas in this Strategic Plan emerged after significant consultations with constituents as diverse as MSVU itself. Consultations, undertaken over a span of more than seven months, included students, faculty representing all academic departments, staff, Board of Governors, Senate, alumni, government (civic, provincial and federal), business and community leaders, postsecondary leaders (regionally and nationally), co-op employer partners, the Sisters of Charity and many others.¹

Building upon the successes achieved with our prior plan, Mount 2017, this plan will inform who we are as an institution as we continue to nurture socially responsible global citizens and prepare them to confidently take their place in an uncertain world where activism on climate change, economic, social and political issues will be expected of them. The plan speaks to our research and scholarly work, our respect for cultural diversity, our commitment to community in every sense of the word, and will reflect and respond to an increased need for even wider diversity within our academic programming.

While changes in the delivery of postsecondary education are a certainty, we are well positioned to respond. For decades, MSVU has provided exceptional and personalized classroom-based teaching with small class sizes that distinguish us from other institutions. For more than 35 years, MSVU has also been delivering high quality undergraduate and graduate distance/online courses and programs to students locally, regionally, nationally and globally. Based on this expertise, and our commitment to accessible postsecondary education, we continue to be leaders in the advancement of digital learning in Nova Scotia. Similarly, history demonstrates that we are best positioned to respond to students requiring flexibility/accommodation in the delivery of education as they balance family, single-parenthood, careers and socio-economic impacts that are the reality in the lives of many of our students.

We look forward to developing strategic and operational plans at the unit level, which will be designed to ensure both accountability and our continued growth as a progressive institution over the course of the coming seven years.

¹ We are only now beginning to fully understand the impact of the COVID-19 pandemic on the university and universities in Canada, and, at the time of this plan (Fall 2020), we are unable to predict with any degree of confidence the medium- and long-term systemic changes that will inevitably result from the pandemic and our recovery from it. We are in uncharted territory. While the pandemic and its aftermath may impact strategic and operational plans at the unit level, it does not change our aspirations and vision for the university's future. This plan describes what we aspire to be and the strategies required to become that university.



Strength Through Community

The advancement of all students and social responsibility are at the heart of MSVU's Strategic Plan and are supported by the seven interwoven themes that emerged during the consultation process.

Strategic themes:

1

Transformative teaching and learning

2

Research, scholarly work and professional activity

3

Equity, diversity, inclusion and accessibility

4

Truth and Reconciliation

5

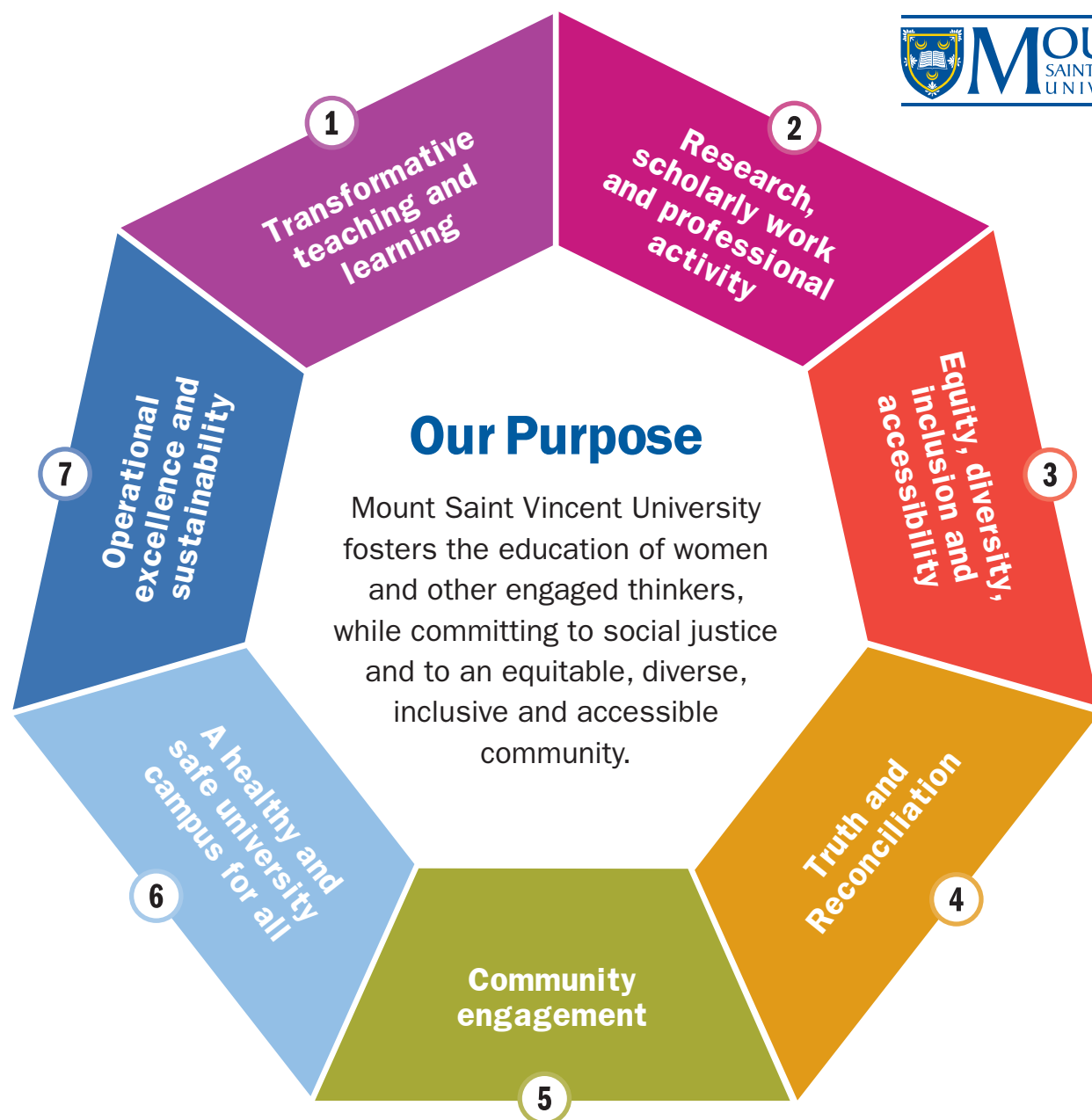
Community engagement

6

A healthy and safe university campus for all

7

Operational excellence and sustainability



Strength Through Community

MSVU Strategic Plan | 2021–2028

Our Vision

Mount Saint Vincent University is a model of creative teaching and research that nurtures socially responsible global citizens.

Our Mission

The advancement of women and girls, inspired by our strong tradition of social responsibility.

The delivery of academic excellence through a rich and rewarding university experience.

The pursuit of knowledge: scholarship, teaching and intellectual endeavours of the highest quality.

The promotion of accessibility through flexible learning opportunities and services.

Our Values

Academic Freedom
 Accountability
 Creativity
 Engagement
 Professionalism
 Respect



Theme 1

Transformative teaching and learning

Promote an inclusive, dynamic, current and personalized teaching and learning environment focusing on nurturing informed, critical, socially responsible and socially just global citizens.

Objectives

1. Assure that MSVU programs and course offerings include, as much as possible, material related to equity, diversity, inclusion, accessibility (EDIA) and reconciliation.
2. Ensure that MSVU programs, in-person and online course offerings and experiential learning opportunities remain current; meet the future needs of students; prepare students for living, working and learning in a socially responsible and just way; and continue to develop the critical thinking and writing skills of our students.
3. Build on the Digital Learning project to advance digital literacy, expand online learning opportunities and improve online learning experiences for students, both within MSVU and beyond.
4. Continue to provide rich and rewarding faculty teaching development opportunities and recognize teaching excellence.

Theme 1

Strategies

1.
 - a) Undertake curricular review and development with a focus on equity, diversity, anti-racism, inclusion, accessibility and reconciliation.
 - b) In collaboration with local Indigenous Elders and Knowledge Keepers, develop Indigenous studies programs that attract both Indigenous and non-Indigenous students.
 - c) In collaboration with Elders/leaders from the African-Nova Scotian communities, develop Black studies programs that attract both Black and non-Black students.
 - d) Develop programs supporting faculty and instructors to approach teaching and learning in ways that foster physically, socially, emotionally and intellectually safe learning spaces for all on campus.
2.
 - a) Conduct periodic reviews of emerging social, economic and technological trends to identify potential learning gaps.
 - b) Consider the development of new academic and non-academic programs (including in-person, open educational resources, continuing education and professional development opportunities) and initiatives as they relate to identified learning objectives and potential gaps.
 - c) Develop a strategic enrolment management plan and refine student processes to better meet the needs of students throughout their lifecycle from prospect to alumni.
 - d) Create an inventory of existing experiential learning opportunities and create new opportunities as appropriate.
3.
 - a) Continue to develop exceptional online and in-person courses and provide support required for faculty members to teach using online tools.
 - b) Develop a series of workshops and webinars that will enhance the digital literacy of our faculty, staff and students.

Indicators of Success

For the theme:

Advances in excellent student academic experiences that lead to the development of socially responsible, global citizens.

For the objectives:

1. Increased percentage of content-appropriate courses that include meaningful coverage of EDIA, and Truth and Reconciliation.
2. Increased scores in postgraduation surveys of the degree to which MSVU courses and programs met the employment and daily-living needs of graduates, postuniversity, including critical thinking and writing skills.
3. Increased digital literacy of students as measured by standard international surveys (Eurostat's Digital Skills Indicator Survey).
4. Increased percentage of students seeking and obtaining experiential learning opportunities and their perceived satisfaction with those opportunities.



Theme 2

Research, scholarly work and professional activity

Advance research, scholarly work and professional activity among faculty, staff and students, especially as it relates to the advancement of women, girls and other marginalized and underrepresented groups, social responsibility and social justice.

Objectives

1. Enhance and expand research and scholarly and professional activity in support of the advancement of women, girls and other marginalized groups, social responsibility and social justice.
2. Enhance and expand community-based research activities.
3. Enhance undergraduate and graduate student research and encourage faculty to engage their undergraduate and graduate students in their research endeavours.
4. Encourage women and other marginalized and underrepresented faculty, staff and students in their research endeavours.
5. Increase the university's impact on local, national and global issues through research and scholarly activity.
6. Undertake creative knowledge-mobilization activities with relevant communities to share research/knowledge and influence decision makers.

Theme 2

Strategies

1. a) Develop an institutional strategic research plan that focuses on the advancement of women and girls, Indigenous and African-descendant groups, other marginalized and underrepresented groups, social responsibility and social justice.
b) Continue to work toward increasing equity, diversity and inclusion in research in line with the principles espoused by the Tri-Agency's Dimensions initiative.
2. a) Leverage programs such as Nova Scotia's Change Lab Action Research Initiative (CLARI) and Canadian not-for-profit organizations, including Mitacs, to enhance community-based research initiatives.
b) In partnership with local Indigenous and African-Nova Scotian communities, strengthen university research and identify research questions and collaborate on initiatives that are of mutual benefit and interest and that have the potential to positively impact lives.
c) In partnership with relevant organizations, non-profits and industry, strengthen university scholarly research, identify research questions and collaborate on initiatives that are of mutual benefit and interest.
3. a) Develop more academic programs with embedded research components.
b) Recognize faculty and student research collaborations.

Indicators of Success

For the theme:

Increased research funding, increased number and quality of scholarly/research contributions, and increased numbers of students gaining experiential opportunities in research and scholarship.

For the objectives:

1. Increased number and quality of research, scholarly and professional contributions related to the advancement of women and girls, marginalized and underrepresented groups, social responsibility and social justice.
2. Increased number and quality of community-based research projects, and increased external and internal funding to support such projects and their impact on community.
3. Increased participation of women and other marginalized and underrepresented faculty, staff and students in research endeavours.
4. Increased number and quality of research projects and scholarly contributions addressing local, national and global issues.



Theme 3

Equity, diversity, inclusion and accessibility

MSVU will be a safe and welcoming place for all through our unwavering commitment to equity, diversity, inclusion and accessibility (EDIA).

Objectives

1. Be a national leader in the removal of systemic barriers to full participation in the university experience for all faculty, staff and students, especially for those from underrepresented groups, including persons with a physical, intellectual and/or learning disability, African-Nova Scotians, other racial minorities, Indigenous peoples and 2SLGBTQIA+.

2SLGBTQIA+ means two-spirit, lesbian, gay, bisexual, transgender, queer, intersex and asexual and other ways individuals express their gender and sexuality outside heteronormativity and the gender binary.

2. Promote a diverse, global and inclusive community of faculty, staff and students in an environment of mutual respect.
3. Be the study and work destination of choice among members of marginalized and underrepresented groups and their allies.

Theme 3

Strategies

1. a) Review and scrutinize all university policies, practices, procedures and academic offerings and revise them according to EDIA principles.
b) Build on and coordinate campus-wide EDIA work through the creation of a President's committee to review and assess the current landscape and to make campus-wide recommendations that will remove physical and social barriers and enhance our ongoing commitment to EDIA.
c) Strengthen anti-racism, anti-discrimination, harassment, diversity and accessibility policies and practices through consultation with African-Nova Scotian and Indigenous communities.
2. a) Develop comprehensive, diversity targeted recruitment and retention plans for faculty, staff and students.
b) In partnership with Nova Scotia secondary schools and alumni, develop closer relationships with African-Canadian, Indigenous and new Canadian/refugee communities to provide potential students with ongoing opportunities for engagement with MSVU.
c) Provide support that focuses on the inclusion and retention of a diverse student, staff and faculty population.
d) Develop an international engagement strategy that articulates a vision for how our international initiatives and activities help to nurture global citizens.
3. a) Model equity in all aspects of university life, including curriculum, evaluation, teaching, research, scholarships, working conditions, infrastructure, residence living and remuneration.
b) Strengthen EDIA professional development for faculty and staff, (such as unconscious-bias education, EDIA training, anti-oppression training/anti-racism/white privilege sessions) to support a diverse student body and university campus.
c) Promote and recognize campus diversity.
4. Increase diversity in decision-making structures, including the Board of Governors, Senate, and in Administration.

Indicators of Success

For the theme:

Be a national leader in EDIA and enhance participation in the university experience.

For the objectives:

1. Increased consultation with faculty, staff and students from marginalized and underrepresented groups regarding university policies, practices and procedures related to EDIA.
2. Formal recognition by local, provincial and national organizations for improvements in EDIA.
3. Increased faculty, staff and student complement of traditionally marginalized and underrepresented groups.
4. Increased retention of faculty, staff and students from traditionally underrepresented groups.
5. Decreased formal complaints of racism and exclusion at MSVU by students, faculty and staff.
6. Increased diversity in decision-making structures.



Theme 4

Truth and Reconciliation

MSVU is committed to Truth and Reconciliation and to promoting Indigenous world views in the work of the institution. A focus on women and girls is critically important to this work.

Objectives

1. Ensure that MSVU's policies, practices and procedures are aligned with the principles of Truth and Reconciliation.
2. Actively recruit and retain Indigenous faculty, staff and students and provide a welcoming, supportive and safe campus environment for Indigenous peoples.
3. Be a national leader in providing education and awareness about Truth and Reconciliation, missing and murdered Indigenous women and girls (MMIWG), 2SLGBTQIA+, and about the issues and root causes of the violence they experience.



Theme 4

Strategies

1. a) Review and scrutinize all university policies, practices, procedures and academic offerings and revise them according to Truth and Reconciliation principles.
- b) Engage the L'nu Indigenous Advisory Circle and the special advisor to the president on Aboriginal Affairs in making recommendations about changing university policies, practices and procedures to align them with the principles of Truth and Reconciliation.

L'nu is a Mi'kmaw word meaning the People.

2. a) Develop robust hiring and retention strategies and increase support systems for Indigenous faculty, staff and students with an emphasis on women and girls.
- b) Continue to develop appropriate spaces, services and programs that support Indigenous populations, especially Indigenous women and girls.
3. Develop and implement a university and public education awareness program on Truth and Reconciliation, MMIWG and 2SLGBTQIA+.

Indicators of Success

For the theme:

Be a national leader in Truth and Reconciliation.

For the objectives:

1. Increased consultation with Indigenous faculty, staff and students regarding university policies, practices and procedures.
2. Be recognized as a national leader in the implementation of postsecondary institution-related recommendations contained in the Truth and Reconciliation Report.
3. Increased proportion, and increased retention, of Indigenous faculty, staff and students at MSVU.
4. Increased number of courses that meaningfully engage students in incorporating information about Indigenous knowledge, and knowledge about Truth and Reconciliation, MMIWG and 2SLGBTQIA+ individuals.



Theme 5

Community engagement

In service to our community, we will build stronger societies together by enhancing access to education, partnering with communities to identify and solve problems and building a culture of collaboration where no voices are silenced and all can engage.

Objectives

1. Enhance and expand educational access for girls, women, marginalized and underrepresented groups from our communities.
2. Enhance and expand our community-based academic programs and other educational programs.
3. Enhance and expand our community activism and engagement locally, provincially and nationally while building on existing relationships with organizations such as African-Nova Scotian and Indigenous communities.
4. Develop proactive, user-centric, integrated and coordinated university marketing and communications that advance MSVU's mission and vision and promote our values.
5. Work with local partners to develop the infrastructure needed to support community engagement and the presence of community on campus.



Theme 5

Strategies

1. a) Develop a plan to increase access to education for girls and women and marginalized and underrepresented groups from our communities at MSVU, including building on the work of the Alexa McDonough Institute for Women, Gender and Social Justice.
b) Open our campus to recognition of local successes in education, culture, sport and community engagement among girls, women and marginalized and underrepresented groups, introducing potential students to MSVU so that they feel “at home.”
2. In partnership with local Indigenous and African-Nova Scotian communities, strengthen and develop educational programs and initiatives that are of mutual benefit and interest.
3. Develop and sustain deeper interactions with all three levels of government and with local, national and international alumni.
4. a) Demonstrate and communicate the value of equity, diversity, inclusion and accessibility as it interfaces with MSVU values and the campus and community experience.
b) Promote MSVU’s campus experience by highlighting faculty, student and staff stories with a focus on those that differentiate MSVU.
5. a) Embrace the opportunity to work with business and community partners to advance the community around us.
b) In partnership with the Centre for Women in Business, create a virtual campus where women entrepreneurs can strengthen their business skills and competencies.

Indicators of Success

For the theme:

A higher level of meaningful engagement between MSVU and the communities we serve to generate a greater impact on those communities, as well as a greater contribution by those communities to the evolution of the university.

For the objectives:

1. Increased number of students from underrepresented groups enrolled in and completing degrees at MSVU.
2. Increased number of community-based academic and non-academic programs.
3. Increased engagement of community measured by:
 - a) *Increased number of visits to MSVU website from unique non-university IP addresses.*
 - b) *Increased number of community presentations by MSVU students, faculty and staff.*
 - c) *Established advisory groups at the faculty level.*
 - d) *Increased involvement of MSVU faculty, staff and students in community advisory groups.*
4. Increased participation in campus activities by members of the surrounding community.
5. Engagement of women in the virtual campus of the Centre for Women in Business.



Theme 6

A healthy and safe university campus for all

People are the foundation of our university and we will work to further develop a campus environment where the health and well-being of faculty, staff and students is paramount.

Objectives

1. Make MSVU a health and wellness enhancing place to work and study by building meaningful interpersonal connections; providing a physically, socially, intellectually and emotionally safe environment; and providing and aligning necessary programs, supports and spaces for optimum work, study and leisure/recreation.
2. Create more opportunities for students to thrive by being more intellectually, socially, physically and emotionally engaged.
3. Reduce exposure to gender-based sexual violence for faculty, staff and students on campus, and influence gender-based sexual violence policies and practices in the broader community.
4. Provide easily accessible and culturally appropriate support for anyone on campus who experiences/is a victim of sexual assault.

Theme 6

Strategies

1. a) Construct a community health and wellness hub that would include expanded health services, updated physical activity and sport facilities, a new child study centre and other services that would enhance health and well-being for our community while encouraging the integration of research and teaching/learning.
b) Adopt and be a part of the Canadian Health Promoting Campuses Network.
c) Develop a comprehensive well-being strategy that fully articulates a vision, support services, accommodations and culturally appropriate programs for the physical, mental health and wellness of students, staff and faculty, recognizing the diversity of our community.
d) Develop and enhance opportunities for physical activity, sport and recreation reflective of Sport for Life and Physical Literacy for Life models.
2. a) Develop and enhance programming to encourage students to understand the interconnectedness between well-being and academic success, and ensure timely access to mental health and academic support services.
b) Provide opportunities for and with faculty, staff and students to take part in physical activity, sport, recreation, art and cultural activities that enhance inter-personal interactions and provide opportunities for personal growth.
3. Expand evidence-based sexual violence prevention programming for students and ensure all students, faculty and staff have access to sexual violence prevention and response training.
4. Review policies and supports related to sexual assault victims on campus.

Indicators of Success

For the theme:

Faculty, staff and students report increasing levels of satisfaction with work-life balance; the campus's physical, social, intellectual and emotional environment; and with opportunities for necessary support and personally meaningful university engagement.

For the objectives:

1. Increased faculty, staff and student satisfaction with work-life balance, the campus's physical and emotional environment, and with opportunities for engagement in meaningful university activities.
2. Increased opportunities for student engagement on campus through university-led and student-led activities.
3. Increased education on, and awareness of, gender-based violence.
4. Increased on-campus support for faculty, staff and students facing difficulties.



Theme 7

Operational excellence and sustainability

Build a well-resourced university that will remain financially, operationally and environmentally sustainable in a constantly evolving geo-political and environmental climate.

Objectives

1. Achieve operational excellence in administrative and academic support functions by making decisions that are informed by accurate, timely data.
2. Develop an infrastructure that is financially and environmentally sustainable and that meets the needs of the university and its surrounding community so they can flourish.
3. Attract, retain and increase investment in the university.
4. Enhance collaboration between academic units on campus and between MSVU and other universities.

Theme 7

Strategies

1.
 - a) Develop and implement a strategic enrolment management plan.
 - b) Undertake non-academic unit/departmental reviews to enhance service delivery.
 - c) Ensure that the faculty and staff complement is adequate to support existing and future programs.
 - d) Develop a comprehensive digital strategy to enhance student experience and to better serve faculty, staff and students.
 - e) Review current data collection and analysis procedures to improve data-driven decision making.
2.
 - a) Ensure that the university's infrastructure is maintained to a high standard and developed to be accessible, flexible and sustainable while meeting the facility services needs of faculty, staff and students for a safe, clean, functional and welcoming campus environment.
 - b) Refresh the campus master plan to reflect new strategic priorities and with a focus on sustainability and meeting provincial accessibility standards, while integrating effective alternative energy sources.
 - c) Reduce the university's carbon footprint by investing in energy and sustainability initiatives and deferred maintenance.
3.
 - a) Further develop a university-wide culture of philanthropy that includes fundraising, giving of time, providing expertise and advocacy.
 - b) Recognize the 150th anniversary of MSVU by highlighting the contributions and impact the university has made and by presenting our vision for the future.
 - c) Build, grow and foster strong and meaningful relationships with our diverse stakeholders to increase their investment in the university in pursuit of advancing our mission and priorities.
 - d) Develop a government-relations plan for federal, provincial and municipal levels.
4. Support collaboration among campus units and with other institutions.

Indicators of Success

For the theme:

Advances in processes and systems, and increased financial support for MSVU for long-term sustainability.






For the objectives:

1. Increased faculty, staff and student satisfaction with quality of administrative and academic support.
2. Evaluation of support operations using standard metrics in periodic reviews.
3. Increased university fundraising activities and endowments.
4. Increased recognition and support at federal, provincial and municipal levels of government.
5. Increased interdisciplinary teaching and research on campus and with other universities.



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Published Fall 2020

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