



2024
- 2027

Creating transformative experiences

STUDENT EXPERIENCE AND SUPPORT STRATEGIC PLAN



Introduction

This is an exciting time for Student Experience and Support (SES) at the University of Calgary. With a newly launched name to reflect our purpose and aspirations, along with a new strategic plan that will focus and guide our collective actions for the next three years, our team is mobilized to create transformative experiences for UCalgary students.

Our SES strategic plan is designed to cascade from UCalgary's strategic plan, *Ahead of Tomorrow*, while also being purpose-built to support and leverage key student experience and support priorities outlined in the university's *Academic Innovation Plan*. Our priorities, key actions and deliverables are also calibrated to support *Ahead of Tomorrow's* supporting implementation plans and institutional strategies.

Our plan is equal parts aspiration and practical application. The process for developing the SES strategic plan has been collaborative, feedback-oriented, and inclusive, representing all units across SES. We have actively sought and incorporated input from students and partners, in addition to consulting with our teams. The most effective strategic plans are both bottom-up and top-down, and we commit to authentic dialogue and two-way engagement throughout our plan's implementation.

On the pages that follow you will see our vision, purpose and shared values come to life. You will also see those areas we've captured as strategic priority areas that frame the focal point of our collective efforts for the duration of this plan. These strategic priority areas are supported by interconnected strategic goals and operational initiatives that capture the resources and timelines required to achieve our collective success.

This plan provides a roadmap to create transformative experiences for students, on land where we all thrive, together.



Verity Turpin
Vice-Provost (Student Experience)

Our Vision

We create transformative experiences for students
On land where we all thrive
Together.

Our Purpose

Guided by compassionate teams, we provide programs and services that empower all UCalgary students to realize their potential.



Our Values

Respect

We recognize each person's unique perspectives and needs. We act with integrity, honouring students' and colleagues' ideas, beliefs and cultures.

Compassion

We extend kindness to all students and colleagues, serving as active and empathetic listeners and taking action to help others.

Inclusion

We create safe, equitable and accessible spaces on campus where students and colleagues can be their authentic selves. We welcome diverse identities, perspectives, and lived experiences. We engage in learning and educate our community about Indigenous culture, history and relations. We acknowledge and honour the land on which we live, work and learn.

Growth

We remain curious about what we do. We listen to the emerging and changing needs of those we serve. We feel most fulfilled when, along with our students, we are growing as individuals and teams, both personally and professionally.

Meaningful Work

We identify with a sense of purpose in our work. We contribute to a greater good and know that each interaction with a student or colleague is an opportunity to positively impact our workplace and community.

Collaboration

We do our best work by collaborating and working in partnership with our colleagues and engaging authentically with campus partners, including students.

Strategic Priority Areas

Create transformative experiences for students



Collaborate as a community of care in responding to the wellbeing needs of our students



Demonstrate our commitment to reconciliation and decolonization



Cultivate and nurture a community of belonging, authenticity, inclusion and equitable access



Invest in the professional development and career growth of our people



Commit to operational excellence and sustainability in our work



Strategic Goals

1. Creating transformative experiences for students

We will deliver, refine and streamline programs and services that are evidence-based and empowering to create transformative experiences for students.

Our programs and services will aim to support students' personal growth, connection to community and culture, academic success, and sense of wellbeing.

2. Investing in the success, growth and recognition of our people

We strategically invest in our teams and each other. We prioritize the professional development, growth, time and wellbeing of our SES team.

We recognize this is a shared ongoing commitment as we learn together.

3. Supporting student wellbeing

We will deliver, refine and streamline services and develop partnerships across departments to enhance student wellbeing. We will identify and address barriers and/or impediments to experiencing a sense of wellbeing and equitable access to supports.

We will establish and work within a collaborative community of care in responding to student concerns, and in supporting staff who work to address these concerns.

4. Achieving operational excellence and sustainability

We will achieve operational excellence and sustainability through continuously improving the delivery of our work, increasing value to those we serve while generating a measurable impact.

Operational Timeline

Strategic Goal 1: Creating transformative experiences for students	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27
Review Student Wellness, Access and Support (SWAS) services, implement recommendations	✓	✓	✓
Develop and implement a first-year experience that addresses the diverse needs of new students and connects them to their UCalgary community and the resources that are critical to building a foundation for success		✓	
Review programs and supports within SES for Indigenous students			✓
Review programs and supports within SES for international students		✓	
Enhance equitable access to student engagement opportunities by developing academic partnerships and options that meaningfully connect holistic programming with students' classroom experience			✓
Strategic Goal 2: Investing in the success, growth and recognition of our people	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27
Engage staff in career growth opportunities and effective succession planning through the launch of cross-training initiatives and career development programming for SES. Topics will include mentorship, coaching and sponsorship <ul style="list-style-type: none"> • Annual Professional Development (PD) Day for all staff and faculty • Leadership Curriculum • All Staff Curriculum 	✓	✓	✓
Develop a process to ensure SES staff can fully utilize their annual vacation time	✓	✓	
Strategic Goal 3: Supporting student wellbeing	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27
Steward institutional efforts to identify and address barriers to students' basic needs, including housing, food, affordability and student wellbeing <ul style="list-style-type: none"> • Implementation of Campus Food Hub • Mobilize "Think Tanks" to address critical issues related to students' basic needs • Support implementation of UCalgary's housing strategy, guided by housing working group 	✓	✓	
Steward institutional approach to support students in crisis <ul style="list-style-type: none"> • Refine the model to coordinate, assess and respond to students who are demonstrating distressed, disruptive and/or disturbing behaviour • Review, develop and enhance education and resources for the campus community 	✓	✓	
In partnership with University Legal Services, initiate an Accommodation Policy review		✓	
Strategic Goal 4: Achieving operational excellence and sustainability	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27
Review and align resources to support the highest priorities across SES and the sustainability of our work and our teams	✓	✓	✓
Develop consistent approach across SES for project management and workflow, and implement process improvement tools to help improve coordination and alignment across units	✓		
Establish committee to identify, analyze and disseminate institutional data and metrics that contribute to our strategic priorities <ul style="list-style-type: none"> • Develop and implement an assessment/evaluation strategy • Review and advise on efficacy of surveys, systems and measurement tools • Enhance partnerships with the Office of Institutional Analysis (OIA) and the Office of the Registrar to streamline and facilitate access to timely and relevant data 		✓	✓
Identify opportunities to enhance, collaborate and/or address redundancies related to programs and services across SES and, as applicable, between SES and faculty student services offices			✓



Links to other institutional plans

The SES strategy is informed by and interconnected with various other institutional strategies and plans. These plans are listed below.

AHEAD OF TOMORROW »

ucalgary.ca/about/ahead-of-tomorrow

1A, 1B, 4A, 4B, 4C

ACADEMIC INNOVATION PLAN »

ucalgary.ca/about/our-strategy/academic-innovation-plan

Domain #1, Domain #4

SUSTAINABILITY STRATEGY »

ucalgary.ca/sustainability/strategy

Goal 3, Goal 4

COMMUNITY MENTAL HEALTH AND WELLBEING STRATEGY »

ucalgary.ca/mentalhealth/strategy/renewal

Strategic focus areas 1.1, 1.2, 1.4; 2.1, 2.3, 2.4; 3.1, 3.2, 3.3, 3.4, 3.5; 4.1, 4.2, 4.3, 4.4; 5.1; 6.1, 6.2

INDIGENOUS STRATEGY: II' TAA'POH'TO'P »

ucalgary.ca/indigenous/about-ii-taapohtop

Ways of Knowing, Doing (2, 3, 4); Connecting (1, 2, 3, 6) and Being (2)

EQUITY, DIVERSITY, INCLUSION AND ACCESSIBILITY »

ucalgary.ca/equity-diversity-inclusion

Presidential Task Force Principles and Practices





UNIVERSITY OF CALGARY
Student Experience and Support

ucalgary.ca/student-services



**Start
something.**