

SUMMARY ENVIRONMENTAL SCAN

October 2023

Strategic Planning | Phase #2 - Explore | Student & Enrolment Services

PRIORITY AREAS FOR SES STRATEGIC PLAN

Prioritize our
people (staff
and students)

Pursue
collegial
partnerships
and
collaboration

Strive for
excellence in
what we do

Embed and
amplify equity,
diversity,
inclusion,
accessibility, and
Indigenous
Engagement

Elevate the
student
experience
(university-
wide)

COMMON THEMES & TRENDS IN U15 SCAN

- Focus on harnessing & developing EDIA metrics and integrating them in student-facing practices
- Emphasis on expanding co-curricular, work-integrated learning, and experiential learning opportunities for students
 - Focus on creating 'work-ready' students
- Providing staff with optimal resources and enhancing wellbeing
- Approach of co-creation and collaboration with a diverse student body
- Breaking down barriers to access of student services
- Enhancing operational excellence; administration, finance, budgeting practices
- Commitment to engage in and recognize Indigenous ways of knowing, being, and doing

OTHER INSTITUTIONS REVIEWED

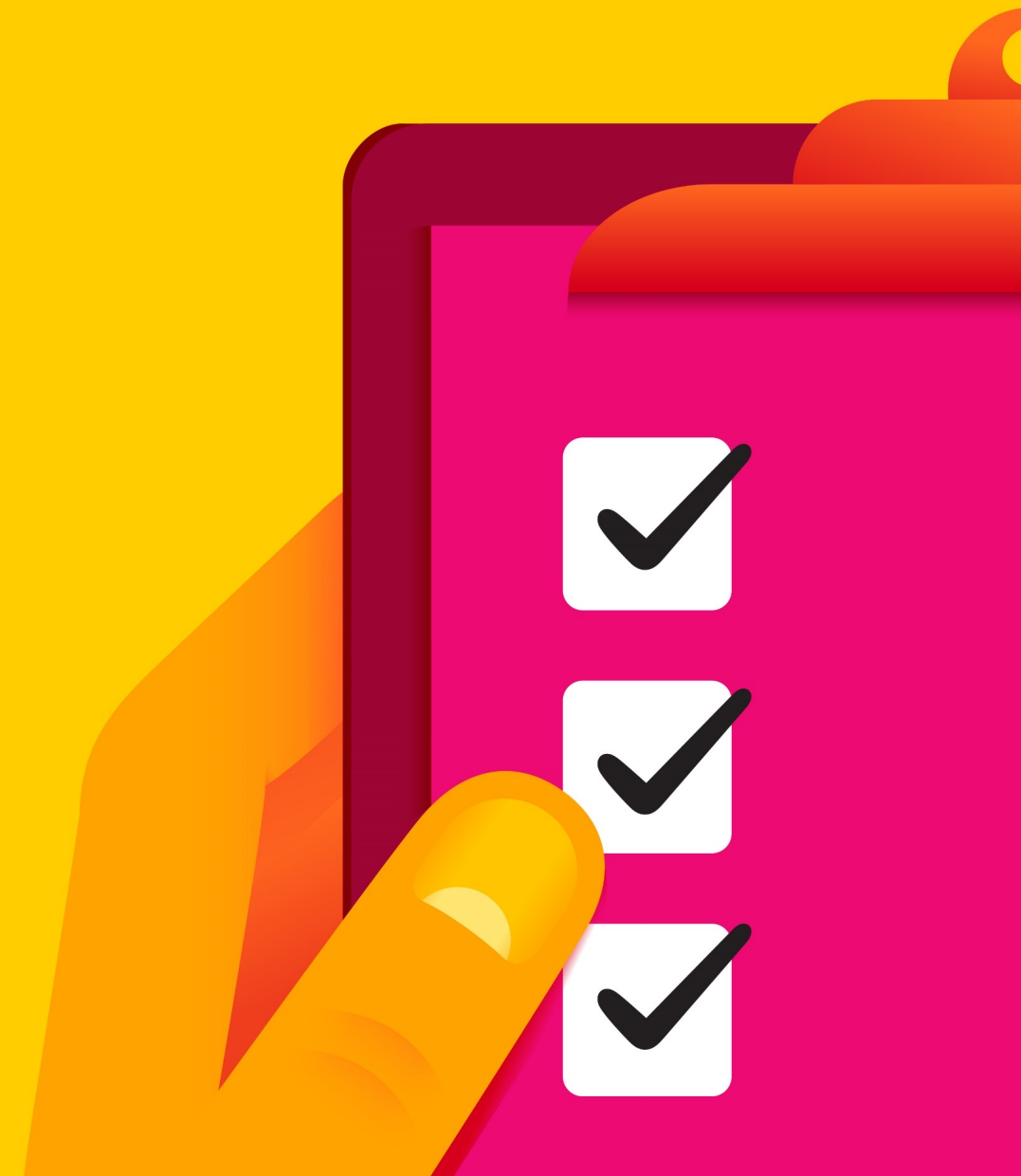
- Wilfrid Laurier University
- Mount Allison University
- Toronto Metropolitan University (TMU)
- St. Francis Xavier University
- Acadia University
- Ohio State University
- Bowling Green State University
- Michigan State University
- Notre Dame University

COMMON THEMES & TRENDS IN OTHER UNIVERSITY SCAN

- Prioritizing the decreasing of student debt throughout the course of one's studies
- Offering more scholarships/bursaries, financial incentives, low cost/free courses can go a long way to helping students come out, 'debt-free'.
- Enforcing experiential learning opportunities amongst one's studies.
- Focus on enhancing the quantity and quality of wellness services in post-secondary.
- Expanding global and international programs, allows students to gain experience which will enable them to be marketable in the workforce, when competing for career opportunities.
- Providing various opportunities and modes of engagement for students to provide flexibility and autonomy with course selection, while allowing for the balance of school/work/personal life etc.

ALIGNMENT WITH OTHER UCALGARY PRIORITIES

Reviewed through White Papers included
in UCalgary Strategic Plan development



INTEGRATED MODEL FOR ACADEMIC & RESEARCH PLAN(S)

- Aligns research with academic pursuits.
- Centered on the values of High Impact & Student Experience, this plan places students at the forefront.
- Offers students a holistic experience encompassing intellectual, emotional, social, mental, and physical growth.
- Aims to mold students into professionals, leaders, and innovative thinkers by fostering resilience, embracing challenges, and nurturing a spirit of curiosity.
- Underscores the importance of diversity, inclusivity, and sustainability in creating a vibrant learning environment.

CAMPUS MENTAL HEALTH STRATEGY

- It aims to create an environment where mental health is openly discussed, stigma is eradicated, and resources are easily accessible.
- By fostering awareness, offering support, and aligning policies, UCalgary strives to create a nurturing and inclusive campus where all members feel valued and supported in their mental health journeys.
 1. Raising Awareness & Promoting Wellbeing
 2. Developing Personal Resilience & Self-Management
 3. Enhancing Early Identification & Response
 4. Provide Direct Service & Support
 5. Aligning Institutional Policies, Processes, & Procedures
 6. Creating and sustaining a supportive campus environment

EXPERIENTIAL LEARNING PLAN

- UCalgary's commitment to preparing students for success in a dynamic world.
- Experiential bridges the gap between theoretical knowledge and practical application, fostering essential skills such as problem-solving, collaboration, and critical thinking.
- Recognizes UCalgary's existing strengths in experiential learning and proposes further expansion.
- Envisions a future where all students engage in meaningful hands-on experiences that align with their academic pursuits, cultivating a well-rounded skillset and enhancing their employability.

EXTERNAL FACTORS SHAPING STRATEGIC PLANNING

- Recognizing the influence of external factors, UCalgary remains agile and forward-looking in its strategic planning, ensuring that it continues to provide a transformative educational experience.
- Demographic trends that can impact access to higher education:
 - growing cost of housing
 - rising cost of living
 - evolving demand for work-integrated learning and career-focused education
 - Students are more focused than ever on career and job readiness
- UCalgary recognizes the importance of addressing these trends to remain responsive and relevant in a dynamic landscape.

WHAT WE HEARD REPORT – AHEAD OF TOMORROW

- A desire to connect the university better to itself
- A desire to connect the university to the communities we serve
- A desire to more deeply integrate research with teaching and learning
- The need to make it easier to do things at our university
- The need to embrace our role in strengthening society and leading by example
- The need to protect and expand accessibility

CONSIDERATIONS FOR SES STRATEGIC PLAN

- Focus on people and our team; enhancing a culture of acceptance, celebration, and flexibility for our staff; collegial partnerships
- Student experience; engaging in methods of co-creation and co-collaboration.
 - Increasing access to student services, remove barriers to participation, increasing student retention, increase opportunities for engaged and practical learning.
- Constructing inter-faculty and cross-university partnerships.
- Commitment to engage in EDIA and execute our commitment to engage in Indigenous ways of knowing, being, and doing.
- Enhancing our operational practice & procedures (finance, administration, budgeting etc.)

ADDITIONAL REFERENCE INFORMATION



INSTITUTIONS – STUDENT SERVICES PLAN

Current institutions in Canada that have a strategic plan centered on student life and the student experience are:

U15:

- University of Toronto St. George Campus
- University of British Columbia
- McGill University
- Dalhousie University
- University of Alberta
- University of Saskatchewan

Other:

- Mount Allison University
- Toronto Metropolitan University
- Ohio State University

Scan of U15 institutions

UNIVERSITY OF TORONTO TRI-CAMPUS KEY INDICATORS & MEASURES

- Graduate skills & job outcomes
- Modality of course registration and offering
- Student financial aid distributions
- Access of mental health and student support services
- Experiential learning experiences
- Student retention and graduation rates
- Students registered with Student Accessibility Services
- International student enrollment

MCMMASTER UNIVERSITY KEY MEASURES & INDICATORS

- Focus on experiential learning
- Institutional strength and focus
- Graduation rates
- Graduate employment earnings
- Student processing, interaction, and application assessment
- Receipt of high school applications
- Undergraduate enrollment figures and demographics

DALHOUSIE UNIVERSITY KEY INDICATORS & MEASURES

- Enrollment & retention numbers
- Scholarships & bursaries
- Student orientation participation
- Successful co-op work terms
- EDIA Initiatives
- Narrowing of post-graduation employment gaps

UNIVERSITY OF ALBERTA KEY INDICATORS & MEASURES

- Ratio of student enrollment and Indigenous student enrollment
- Student completion rates
- Graduate employment rates
- Experiential learning opportunities
- Student satisfaction rates
- EDIA Metrics
- Co-creation of experience, Indigenous worldviews, & student commitments

MCGILL UNIVERSITY KEY INDICATORS & MEASURES

- Reported satisfaction with EDI practices
- Student appointments
- Creating efficient operational approaches
 - “One at a time approach”, creative solutions by design, and a common planning cycle
- Inter-departmental collaboration
- Student access to McGill services
- Financial & operational budget

UNIVERSITY OF BRITISH COLUMBIA STUDENT OUTCOMES & PROSPECTIVE KEY INDICATORS & MEASURES

Full Participation

- “I am inspired and able to engage in transformative learning practices”
- “I can access resources and programs to help me participate in university life”

Personal Growth

- “I have developed as a person through learning and interacting at UBC”

Purposeful Contribution

- “I can navigate and make a difference through my career and life beyond UBC”

UNIVERSITY OF WESTERN ONTARIO KEY INDICATORS & MEASURES

- Achieve high student retention and graduation rates.
- Enhance learning experience through work-integrated learning, experiential learning, community-engaged learning.
- Increasing number of summer research opportunities
- Expand and improve lifelong learning offerings (credit and non-credit)
- Maintain stellar graduate employment rates

QUEENS UNIVERSITY KEY INDICATORS & MEASURES

- Utilization of various survey platforms to measure progress
- Health & wellness
 - National College of Health Assessment (NCHA)
 - Canadian Graduate and Professional Student Survey (CGPSS)
 - University Applicant Equity Census (UAEC)
- Transition support
 - National Survey of Student Engagement (NSSE)
 - International student Barometer (ISB)
 - Q Success Intake Survey

More measures/indicators on slide to follow

QUEENS UNIVERSITY KEY INDICATORS & MEASURES (CONT'D)

Academic support

- National Survey of Student Engagement (NSSE)
- Canadian Graduate & Professional Student Survey (CGPFSS)
- National Baccalaureate Graduate Outcome Survey (NBGOS)

Student engagement

- National Survey of Student Engagement (NSSE)
- Canadian Graduate and Professional Student Survey (CGPSS)
- Omnibus Survey (OS)

Scan of other
universities known for
positive student
experience

WILFRID LAURIER UNIVERSITY

- Thriving Community
- Enriching Partnerships
- Inclusive Community
- Indigeneity
- Intellectual Climate
- Internationalization

MOUNT ALLISON UNIVERSITY

- Commitment to decolonization
- Expanding credentials and programs
- Alter teaching-year structure to accommodate block week (two-week courses)
- Diversify grading and assessment practices
- Offer online learning modalities
- Promote opportunities for experiential learning
- Facilitate high-quality learning environments
- Alter academic structures and faculties to accommodate diverse academic disciplines that might not necessarily have a home faculty
- Promoting a vibrant culture of research
- Highlighting internationalization and global citizenship
- Engagement with students after graduation

TORONTO METROPOLITAN UNIVERSITY

Empathy & Responsiveness

- Help to build a culture of empathy, support, and responsiveness for students.

Community

- Build a sense of community and pride among our students.

EDI & Access

- Embrace fully the university's values, particularly EDI and access.

Innovation

- Innovate in systems development, operations and administrative processes

Professional Development

- Providing opportunities for staff and faculty to realize their full potential

Engagement & Philanthropy

- Build a culture of community engagement and philanthropy among students and staff

ST. FRANCIS XAVIER

Goal 1:

- Support the academic success, persistence, and timely graduation of all students

Goal 2:

- Optimize student health and wellness through relevant and innovative programming and services, and by promoting a student culture grounded in pride in learning, pride of place, and personal responsibility.

Goal 3:

- Engage our students in transformative experiences to support their development as effective leaders, ambassadors, and global citizens.

ACADIA

- Transformational student experiences focused on academic and personal success.
- An inclusive and supportive community campus culture
- A campus culture passionate about professionalism, inclusion, service excellence, and leadership
- Caring for our community health and wellness
- Msit No'kmaq – advancing Acadia's contributions to truth, reconciliation, and decolonization on and off campus.

OHIO STATE UNIVERSITY

Strategic Goal #1

- Promote an equitable and inclusive culture of holistic well-being and safety of students and staff.

Strategic Goal #2

- Foster opportunities for community and cultivate an environment of belonging, equity and inclusion for students, staff, and the campus community.

Strategic Goal #3

- Invest in the intellectual, personal, and professional growth and development of students and staff.

BOWLING GREEN STATE UNIVERSITY

Recruitment & Retention Goal:

The Division will recruit employees who reflect BGSU's diverse student body. It prioritizes developing a culture in which minoritized employees are supported and grow professionally. To accomplish these goals, the Division and all of its offices, departments, and programs will implement intentional strategies to ensure that highly qualified staff with Social Justice and Inclusion competencies are recruited and retained.

Education and Development Goal:

The education and development of student affairs staff's Social Justice and Inclusion competencies broadly consists of two key areas: 1) establishing a baseline of knowledge, skills, and dispositions appropriate for all employees within each individual unit; and 2) providing staff with pathways for continued development and growth that allow our campus to meet the current and future needs of our student population.

Programming and Services goal:

The Division of Student Affairs works to provide programs and services that are accessible to a wide range of students and targeted to support underserved student groups. All programs and services should be designed with these aims in mind. To accomplish these goals, Student Affairs units will engage in ongoing assessment of these areas, make improvements to their programs and services to meet identified needs, and collaborate with others.

MICHIGAN STATE UNIVERSITY

Objective 1

- Strengthen MSU's ability to attract and meet the needs, goals and aspirations of dynamic undergraduate students from all backgrounds.

Objective 2

- Increase access to and successful completion of highly ranked graduate and professional education by an increasingly diverse population of students

Objective 3

- Increase the number and diversity of learners we serve through an online learning strategy that

provides wider access through targeted programs

Objective 4

- Strengthen each student's educational experience to eliminate opportunity gaps and support success through graduation and beyond

Objective 5

- Provide a positive climate and holistic support throughout the student experience, understanding that providing high-quality out-of-classroom experiences and care are essential to student success.

NOTRE DAME UNIVERSITY

Diversity, Equity, and Inclusion

- Nurture a campus climate that honors diversity of background, thought, and experience; supports the belonging and full participation of underrepresented students; and engages and values the authentic voice of every person.

Health and Well-being

- Create a collaborative and comprehensive campus-wide approach to health and well-being that promotes life-long holistic care; emphasizes ongoing prevention; and provides strategies for early identification, intervention, and response.

Connection and Community

- Enhance connection, community, and belonging through spaces and opportunities that enable students to know and be known, care for their own needs and the needs of others, and contribute to the common good.

Staff Recruitment, Development, and Retention

- Recruit, develop, and retain a diverse and talented team of professionals to work collaboratively on behalf of Notre Dame students and advance the mission of Student Affairs and the University.