



LEARNING TOGETHER, LEADING TOGETHER



Mount Royal University's Strategic Plan to 2025



MOUNT ROYAL
UNIVERSITY
1910

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WELCOME

Learning Together, Leading Together tells the story of who we are and where we are going.



Mount Royal University is an exceptional community focused on our people.

Mount Royal is a teaching and knowledge-pursuing community. We gather those who seek to expand their understanding and prepare graduates for a lifetime of opportunities as contributing citizens. We are about opening minds and providing students with the critical thinking and communication skills that will outlast each of the many careers today's graduates will experience.

Mount Royal is about engaging our people. It is about our students, who are drawn to our campus by the myriad of course offerings, our smaller class sizes and our excellent faculty. It is about our faculty, who provide a learning environment that does not shy away from challenging ideas.

It is about our staff, who are dedicated to maintaining our reputation as a post-secondary institution that provides students with an exceptional learning opportunity. It is about our management team, who provide leadership throughout the University and inspire others at all

levels to be leaders in their own important sectors. And, it's about our broader community, including our alumni, our faculty and our staff who make important contributions to Calgary and beyond.

Learning Together, Leading Together provides a framework for excellence for a new University with a proud past. The Strategic Plan sets out the priorities for Mount Royal University for the next ten years. It identifies our key strengths as well as areas where additional focus will benefit our students and the University.

Learning Together, Leading Together tells the story of who we are and where we are going. It reminds us of what we do; but far more critically, it speaks to why we do it. It identifies our unique contributions to post-secondary education and our community. *Learning Together, Leading Together* reminds us and others that Mount Royal places students first.

David Docherty, PhD
President

Mount Royal University is uniquely positioned to offer students the best of all academic worlds. The purpose of *Learning Together, Leading Together* is to guide us in this direction and to ensure that we identify and recognize all of our strengths in the process. The Strategic Plan outlines specific goals, strategies and measures as we seek to offer our students the best post-secondary experience possible. As we set out to achieve this Strategic Plan, it is important to address some fundamental questions about how we see ourselves now and how we will be different in ten years' time.

INSTITUTIONAL SIZE

(Full-load equivalent students)

2009/2010

8,477

2013/2014

8,085

2024/2025

13,000



What is the profile of Mount Royal in 2025?



Mount Royal is and will remain a university with a strong commitment to and focus on undergraduate, liberal education. The majority of our programming will remain four-year Bachelor degrees. These degrees will be supplemented by a number of direct entry and post-undergraduate certificate and diploma programs.

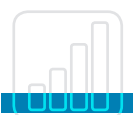
Throughout our discussion with the Mount Royal community, the consensus to remain an undergraduate institution was unequivocal. In ten years, our goal is not to introduce graduate programs, but rather to deserve our reputation as one of Canada's finest undergraduate universities.

To do this, we need to expand both our degree programming and the size of our student population on the Lincoln Park campus.

We will continue to provide a wide variety of choice for students in terms of majors and degrees, from broadcast journalism to midwifery.

At the same time, we will seek to increase the overall number of students on our campus. With the completion of the Riddell Library and Learning Centre, the transformation of "Main Street" and future development of east campus, we can grow to approximately 13,000 full-load equivalent students.

Why is this growth important?



First, while not immune to national demographic trends, Calgary has a younger and growing population compared with much of Canada.

As such, we have the population base within our city to sustain this increase in student numbers.

Second, there is demand for our programming. Our degree offerings are a gateway for successful careers for our graduates. With an employment rate of over 90 per cent, our graduates are making important contributions to Alberta within months of graduating.

Third, this measured growth, together with our unique program mix will enable Mount Royal to make a notable contribution to increasing the participation rate of Albertans in post-secondary education, which continues to be a significant need within our province.

The combination of increased degree offerings and increased capacity for student enrolments will uniquely position Mount Royal within the Canadian post-secondary landscape. We will remain committed to a smaller class experience, providing faculty and students the opportunity for close interaction from year one through to program completion. At the same time, the number of program and major options, and courses available within these majors will more closely approximate mid-size universities where students can fulfil their intellectual goals without transferring to complete their programs elsewhere.

This combination of size and programming along with our focus on liberal education and high impact learning is our competitive advantage and our academic niche. We are providing a world of choices to our students within a small school environment. Our graduates leave Mount Royal with the critical soft skills and practical application experience in their field of study. Together, these key differentiators enable our graduates to hit the ground running in their chosen path, whether it be graduate studies or embarking on a career. This is the Mount Royal advantage.

FOUR-YEAR BACCALAUREATE DEGREES

Program offerings

2009/2010

7

2013/2014

11

2024/2025

15

Many of Mount Royal's programs enjoy incredibly high demand. While we are proud of the demand for our programs, this means that average entry grades are continuing to climb. Increasing our overall student population will help to address part of this challenge. At the same time, Mount Royal's reputation has long been that of a post-secondary institution that provides individuals with non-traditional entry paths into our programs. We do not want to lose our hard-fought reputation for access, but we have an obligation to create just as many opportunities for success for these students as we do for direct program entry students. Thus, we will continue to value access, but will re-examine programs that are less successful and provide more opportunities for access to programs that lead to degree completion.

Mount Royal will always consider Calgary our home. From our century old roots in downtown Calgary to the construction of our two latest projects on Lincoln Park, we have made a significant and lasting contribution to Calgarians. As a former college, we understand the challenges facing two-year diploma institutions.

That is why we have partnered with colleges in communities that lack university access, and why these successful partnerships will continue. By 2025, Mount Royal will be known as Alberta's leader in college degree collaborations.

This commitment will significantly increase the number of Mount Royal graduates, without increasing our on campus numbers beyond any reasonable capacity.

Learning Together, Leading Together is Mount Royal's blueprint for the next 10 years. As Mount Royal's Strategic Plan, it outlines who we are and where we are going, and it will be used as a guide in the development of all partnering plans around the University over the course of the next decade.

Our Strategic Plan articulates a new Vision for the University, one that states very clearly that Mount Royal will remain focused on undergraduate education. The Plan also identifies a new Mission statement, which outlines why we exist and what differentiates us from other universities. And, the Plan identifies a clear list of our Core Values.

As for the Plan itself, 10 goals have been identified for Mount Royal, each with several strategies which we will employ in pursuit of the goal. Each strategy includes measures of success which identify how we know we have achieved that strategy. Measures are either qualitative or quantitative, and program quality is implicit within all goals articulated within this plan. All of these goals and strategies are placed under a single foundation, which is the key to our success: our people. Our people includes our students, our faculty, staff and management and our broader community.

The goals of *Learning Together, Leading Together* are:

ENGAGING OUR STUDENTS FOR CURRENT AND FUTURE SUCCESS

Goal 1: Set the standard for a personalized learning experience

Goal 2: Foster a sense of belonging among students

Goal 3: Provide intellectually engaged learning

Goal 4: Increase flexibility in student access

Goal 5: Facilitate student success

UNITING FACULTY, STAFF AND MANAGEMENT IN A THRIVING LEARNING ENVIRONMENT

Goal 6: Foster a healthy work environment

Goal 7: Enhance our culture of innovation

ENGAGING OUR BROADER COMMUNITIES IN COLLABORATIVE LEARNING AND SCHOLARSHIP

Goal 8: Engage multiple communities in innovative and productive partnership activities

Goal 9: Enhance community outreach

Goal 10: Advance economic, environmental and social sustainability



VISION

Mount Royal University: an exceptional undergraduate educational experience

MISSION

Since 1910, Mount Royal has built a reputation on a strong, liberal education foundation with an undergraduate focus. More than a century later, we remain responsive to the needs of our community through our enduring commitment to this legacy.

We are a community of engaged citizens, providing personalized, experiential and outcome-based learning in an environment of inclusion, diversity and respect. Through our focus on teaching and learning informed by scholarship, we are preparing our graduates for success in their careers and lives.

CORE VALUES



excellence in teaching



mutual respect



academic freedom



integrity and transparency



pursuit and application of knowledge



citizenship



diversity and inclusiveness

GUIDING PRINCIPLES

Our Guiding Principles will be used to inform us in our day-to-day decision making.

At Mount Royal, we:

- » support our students and provide a quality education that develops the whole person for success in life and work,
- » prepare students to be informed and engaged citizens and leaders in the 21st century,
- » collaborate and engage with faculty, staff, management, students, alumni and other stakeholders in our planning and implementation,
- » strive to be clear and open about what we do and why, and value the views of the University community,
- » forge partnerships and are responsive to the broader community while maintaining institutional autonomy,
- » make strategic choices for the long-term health and reputation of the University,
- » are mindful of and responsive to the changing financial landscape for higher education,
- » embrace change and a culture of institutional improvement and assessment,
- » promote sustainability and environmental responsibility, and
- » celebrate our achievements.

ENGAGING OUR STUDENTS FOR CURRENT AND FUTURE SUCCESS

Engaging our students at every opportunity will foster
their future as contributing citizens.

GOAL 1:

SET THE STANDARD FOR A PERSONALIZED LEARNING EXPERIENCE

Enhance and promote our unique approach to personalized learning

Strategy 1.1:

We will ensure a personalized learning experience for our students and promote it internally and externally in order to identify this as a distinguishing feature of a Mount Royal University educational experience.

Our approach to personalized learning does not stop at smaller class sizes and inclusive classroom instruction; rather, it gives us the opportunity to focus on the academic success and growth of every student, in every interaction.

Measure of Success

- Students consistently rate Mount Royal as a leader in providing a personalized learning experience, when surveyed through the National Survey of Student Engagement (NSSE), the Canadian University Survey Consortium (CUSC) and our own Student Assessment Seminar.



GOAL 2:

FOSTER A SENSE OF BELONGING AMONG STUDENTS

Create an environment in which students are engaged and have a sense of belonging

Strategy 2.1:

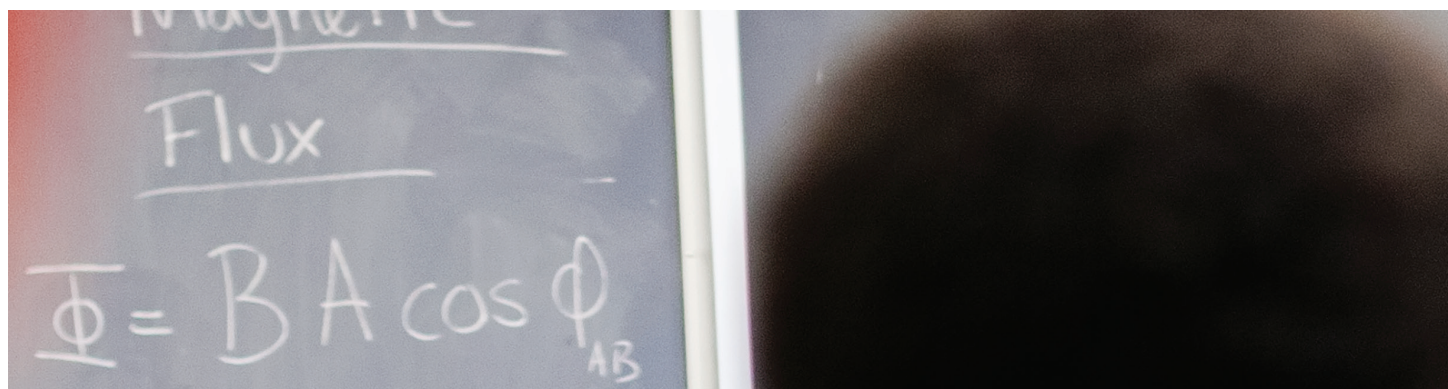
We will create high impact experiences in and out of the classroom.

Students benefit and are more satisfied in supportive settings that cultivate positive relationships among students, faculty, and staff.

A supportive environment leads to increased engagement, a sense of belonging and ultimately, success in a student's university experience.

Measures of Success

- Our students report strong access to and interactions with faculty at greater than the national average.
- Our students rate the quality of our campus environment at greater than the national average.
- The availability of part-time student employment on campus is at or above the national average.
- Our alumni describe the supportive environment of their Mount Royal experience as a key factor in their success, both as students and as they enter the working world.



GOAL 3:

PROVIDE INTELLECTUALLY ENGAGED LEARNING

Provide our students with an opportunity to become deeply engaged in their educational experience, preparing them for personal and career success

Strategy 3.1:

We will expose students to a liberal education and a broad interdisciplinary approach to critical thinking and problem solving. Mount Royal defines a liberal education as one that exposes our students to a breadth of disciplines across different faculties. As a fundamental part of all of our degree programs, liberal education includes an exposure to themes such as: numeracy and scientific literacy; values, beliefs and identity; community and society; and communication.

Our approach includes a comprehensive collection of courses across a range of subjects, including the sciences, mathematics, business and the humanities, and is designed to complement our students' studies in their chosen field. These courses provide a broad, well-rounded foundation, helping to prepare our students for success in their core subject studies and for future education and employment.

Measures of Success

- Our degree graduates demonstrate literacy in the sciences, mathematics, humanities, social sciences, business and communications.
- Our degree graduates report they have strong critical thinking and problem solving skills at or above the national average.
- Because of the value of liberal education in developing employability skills, employers report high satisfaction with Mount Royal graduates as expressed through employer satisfaction surveys.



GOAL 3: *(continued)*

PROVIDE INTELLECTUALLY ENGAGED LEARNING

Strategy 3.2:

Every student will participate in at least one high impact or capstone work integrated learning experience during his or her time at Mount Royal.

At Mount Royal, the majority of our programs currently offer some form of work integrated learning. These experiences provide our students with practical application of the concepts they have learned through classroom study, better preparing them for the next stage in their lives.

Measure of Success

- We are nationally recognized as a leader in work integrated learning, including, but not limited to co-ops, internships, service learning opportunities, practica, field studies or work experience placements.



Strategy 3.3:

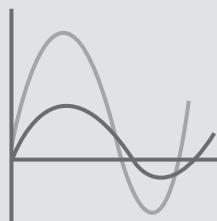
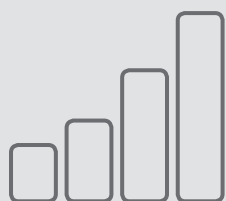
Every student will have the opportunity to enrich their academic experience through participation in research projects during his or her time at Mount Royal.

Engagement of our students in scholarship and research projects is a defining characteristic of Mount Royal's undergraduate education. Undergraduate research at Mount Royal takes many forms, including the availability of research assistant roles, faculty support for individual or group research projects, faculty guidance for student research journals, scholarly communications or conference presentations as well as student poster presentations.

At Mount Royal, the majority of our programs currently offer some form of student scholarship or research. We will develop new and innovative ways to integrate research into teaching and to involve our students in research projects. Through this integration, our students will gain new knowledge in their area of study, as well as in the research process itself, adding depth to their overall educational experience.

Measures of Success

- Every program includes the opportunity for students to participate in at least one senior level research or capstone project through individual or group work, or directly engaged with faculty.
- Our graduates have recognized experience in conducting research and have gained transferable analytical skills in the research process.
- Graduate schools recognize the quality of our undergraduate student research experiences, with Mount Royal placing within the top 10 per cent of Canadian universities in graduate school acceptance rates.
- Employers recognize the quality of Mount Royal's undergraduate student research program, as expressed through employer satisfaction surveys.



GOAL 3: *(continued)*

PROVIDE INTELLECTUALLY ENGAGED LEARNING

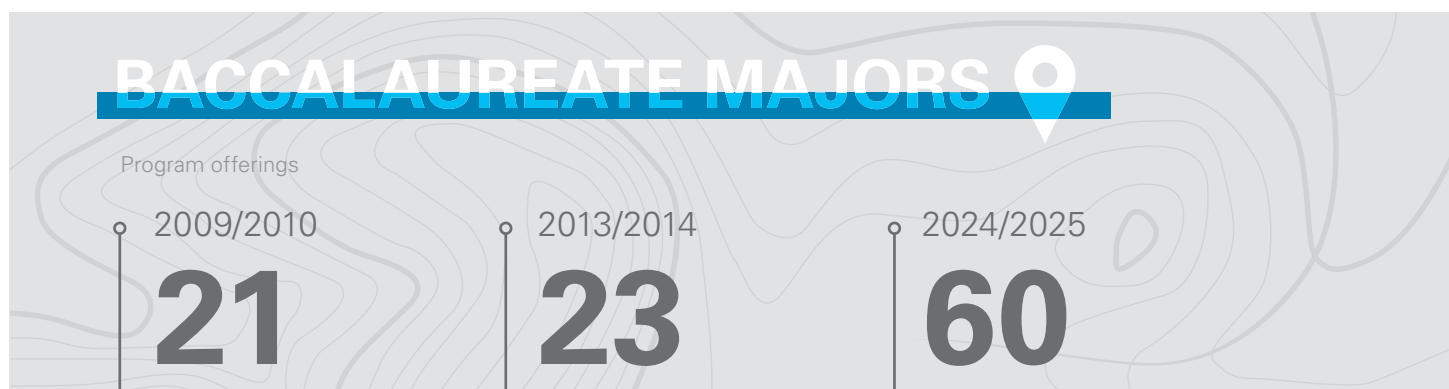
Strategy 3.4:

We will engage and challenge our students and create empowered learners.

By encouraging our students to take responsibility for their own educational experience and to collaborate with their peers in a collective ownership of their shared learning, we are empowering them to become more self-sufficient learners, developing personal skills that they can apply in all of their future endeavours.

Measure of Success

- Our students participate in collaborative learning, peer to peer and mentorship programs at a rate above the national average.



GOAL 4:

INCREASE FLEXIBILITY IN STUDENT ACCESS

Provide our students with greater program and course availability and more varied course delivery platforms

Strategy 4.1:

We will grow to meet the demands of Alberta learners.

We will increase both the number of spaces available and programs offered at the Lincoln Park Campus to better accommodate the growing demand for access to post-secondary education in Alberta.

Measures of Success

- We have student spaces and funding to accommodate 13,000 credit FLE learners.
- We offer at least 15 degree programs and 60 majors.
- We are recognized as a provincial leader in terms of intake of transfer students for degree completion at Mount Royal.
- We have successfully launched at least six new post-baccalaureate certificates and diplomas that provide timely new professional development.



GOAL 4: *(continued)*

INCREASE FLEXIBILITY IN STUDENT ACCESS

Strategy 4.2:

We will provide a greater number of students with access to Mount Royal degree programs in areas of the province currently without access to university-level programming.

Many students residing in smaller cities and towns around Alberta do not have access to university-level programming at their local colleges. By offering Mount Royal degree programs at these colleges, we are creating flexible options for student access around the province, without adding student numbers to the limited space on our Lincoln Park campus.

Measures of Success

- A minimum of five colleges in Alberta offer collaborative Mount Royal degrees.
- A minimum of 10 Mount Royal degree programs are offered at Alberta colleges.

Strategy 4.3:

We will remove existing barriers to timely degree completion.

Mount Royal will facilitate degree completion by improving student access to specific courses, expanding course availability, enhancing alternative delivery methods, offering year-round course delivery and maximizing course transferability across Mount Royal programs and between post-secondary institutions.

Measures of Success

- All students who intend to complete their undergraduate education in a timely manner will complete their degrees within five years.
- We place within the top 10 per cent among Canadian universities for timely undergraduate degree completion.

Strategy 4.4:

We will provide students with alternative entrance options.

Mount Royal will provide students with access opportunities outside of direct entrance into degree programs. By creating clear pathways to provide the highest probability for success, more students will be able to complete a degree at Mount Royal.

Measures of Success

- We are recognized as a provincial leader in alternative degree completion opportunities for mid-career adults.
- We have doubled the number of alternative entrance students continuing into degree programs.

2x

alternative entrance students
continue into degree programs

GOAL 5:

FACILITATE STUDENT SUCCESS

Become a leader in student success through the provision of services and financial support

Strategy 5.1:

We will reduce barriers to academic success by improving access to and awareness of quality student services.

We recognize that post-secondary education can be an overwhelming proposition for many students. By providing enhanced services to those student segments exhibiting the greatest need, we can give them the assistance they need to be successful in their studies.

The health and wellness of our students will be a foundation for services designed for student success.

Measures of Success

- Students report satisfaction with the availability of quality student services at greater than the national average.
- Students report health and wellness at greater than the provincial and national average.
- Across all programs, we place within the top 10 per cent among Canadian universities in student retention rates.
- Across all programs, we place within the top 10 per cent among Canadian universities in student graduation rates.

STUDENT FINANCIAL SUPPORT

Number of bursary, scholarship and award recipients

2009/2010

776 amount equal to **1.3%** of operating budget

2013/2014

994 amount equal to **1.6%** of operating budget

2024/2025

2,500 amount equal to **5.0%** of operating budget

Strategy 5.2:

We will develop financial support for students, to assist in alleviating the stress that can negatively impact our students' ability to succeed in their studies.

By increasing the availability of student awards and providing financial literacy services and employment opportunities on campus, we can help to reduce the financial pressures on our students, enabling them to focus on and successfully complete their studies.

Measures of Success

- The value of available student bursaries, scholarships and awards equals 5 per cent of Mount Royal's annual operating budget.
- The availability of part-time student employment on campus is at or above the national average.
- More than 50 per cent of students access financial management services or participate in financial literacy programs at some point during their studies.
- Across all programs, we place within the top 10 per cent among Canadian universities in student retention rates.
- Across all programs, we place within the top 10 per cent among Canadian universities in student graduation rates.



TOP **10%**
.....●
student retention and graduation rate
among Canadian universities

UNITING FACULTY, STAFF AND MANAGEMENT IN CREATING A THRIVING LEARNING ENVIRONMENT

By supporting one another, faculty, staff and management are united in their focus on creating a thriving learning environment for our students.

GOAL 6:

FOSTER A HEALTHY WORK ENVIRONMENT

Foster a working environment that supports the success of our faculty, staff and management within a positive climate of respect, transparency and inclusiveness.

Strategy 6.1:

We will provide services that support a healthy and productive work environment.

Mount Royal has a commitment to the personal success of all members of our campus community. We will provide our faculty, staff and management with the services they need to be successful in their work to effectively support our students.

Measures of Success

- We have increased participation by faculty, staff and management in continuous learning and professional development.
- We have enhanced our recruitment, on-boarding and continual development strategies to ensure alignment between employee and University needs.
- Positive response by our faculty, staff, and management in all categories on employee engagement and satisfaction surveys.



GOAL 6: *(continued)*

FOSTER A HEALTHY WORK ENVIRONMENT

Strategy 6.2:

We will foster a safe and positive working environment which is respectful and inclusive.

By remaining focused on fostering a respectful learning and work environment, we will minimize barriers and maximize opportunities for engagement and collaboration among individuals, departments and divisions.

By supporting diversity and nurturing an inclusive campus, we will add facets to our internal community culture, enriching our campus and the overall experience of its members. By formally acknowledging the importance of work and life balance, we will create a more engaged and productive workplace.

Measures of Success

- Evidence of high employee satisfaction on ranking of respectful learning and work environment.
- Evidence of employee wellness as measured through the employee wellness survey.
- Evidence of broad cultural, ethnic, religious, sexual orientation, abilities, gender and age diversity among our staff, faculty and management complement.

DIVERSITY

Evidence of a respectful and inclusive campus



Broad cultural, ethnic, religious, sexual orientation, abilities, gender and age diversity among our staff, faculty and management complement.

Strategy 6.3:

We will foster an environment that promotes trust through transparency in decision making.

We will promote an open and transparent approach to both decision making and the outcomes that result from these decisions. Recognizing that confidentiality and privacy are critical, and that not every decision can be made in a public manner, we will seek to provide clarity whenever possible, so that our faculty, staff and management have a shared understanding of how and why key decisions are made.

Measures of Success

- As evidenced through employee surveys, our faculty and staff are satisfied that openness and transparency are practiced in all decision making across the University.
- As evidenced through employee surveys, our faculty and staff are satisfied that internal communications are timely and adequate during budget development and other peak times when broad and critical decisions are being considered.



GOAL 6: *(continued)*

FOSTER A HEALTHY WORK ENVIRONMENT

Strategy 6.4:

We will foster career development among our faculty, staff and management.

By maximizing the various skill sets among our faculty, staff and management, we can achieve Mount Royal's strategic goals while also meeting our employees' own career objectives. In recognizing and nurturing employee talents, we will be optimally positioned to provide professional opportunities to those highly skilled employees as new opportunities arise.

Measures of Success

- As evidenced through employee surveys, we consistently achieve high rates of employee satisfaction across our faculty, staff and management groups.
- We have developed a flexible and innovative human resources strategy which includes goals dedicated to employee recruitment, retention and succession planning.



GOAL 7:

ENHANCE OUR CULTURE OF INNOVATION

Support faculty, staff and management to become leaders in the exploration and adoption of innovative approaches to teaching, scholarship, research, business practices and other initiatives related to the success of our students

Strategy 7.1:

We will be leaders in innovation and excellence in teaching and pedagogy.

Faculty who wish to explore and incorporate new and unique teaching methods should be supported and recognized. Mount Royal is dedicated to the advancement of Scholarly Teaching and also promotes the Scholarship of Teaching and Learning (SoTL). We will encourage and provide greater support to faculty in the pursuit of excellent teaching, including new methodologies and integration of enhanced technologies.

Measures of Success

- Our individual faculty members are recognized at the national and international level for teaching innovation and excellence.
- Mount Royal is recognized at the national and international level for teaching innovation and excellence.



GOAL 7: *(continued)*

ENHANCE OUR CULTURE OF INNOVATION

Strategy 7.2:

We will support the scholarship, research and community engagement of our faculty.

As a knowledge seeking community, Mount Royal appreciates that intellectual inquiry benefits us all. The sharing of this knowledge takes many forms, each of them equally important. Be it through traditional peer reviewed publications, performances, presentations or openly accessible work, Mount Royal recognizes the contribution of our faculty as scholars, researchers and public scholars.

Measures of Success

- Dissemination of individual research findings and scholarship outcomes increase by 20 per cent across all faculties.
- Tri-council research applications which include student research engagement opportunities are increased, with a resulting increase in approved funding.
- Scholarship and research funding from foundations and alternate sources is increased.
- Industry and community organizations acknowledge Mount Royal faculty expertise in an increased number of collaborative projects.



INCREASED NUMBER OF COLLABORATIVE PROJECTS

industry and community organizations acknowledge Mount Royal faculty expertise

Strategy 7.3:

We will encourage and invest in innovation by staff, faculty and management.

Innovative approaches to our day-to-day support of students and our support of one another deserves profile, and requires support to create successful results.

Measures of Success

- We have a formal program to invest in and/or seed innovation on campus.
- Our staff and management are recognized by related professional organizations for innovation and excellence.



INNOVATION + EXCELLENCE

professional organizations recognize our staff and management



FORMAL PROGRAM

to invest in and/or seed innovation on campus

ENGAGING OUR BROADER COMMUNITIES IN COLLABORATIVE LEARNING AND SCHOLARSHIP

By engaging with our broader communities, we will provide greater depth and breadth to our students' educational experience.

GOAL 8:

ENGAGE MULTIPLE COMMUNITIES IN INNOVATIVE AND PRODUCTIVE PARTNERSHIP ACTIVITIES

Develop new partnerships with community organizations, the private and not-for-profit sectors and post-secondary institutions across Canada while enhancing and expanding on the strength of existing collaborations

Strategy 8.1:

We will support and encourage collaborations with post-secondary institutions across Canada in the generation of new and innovative instructional approaches, in the pursuit of scholarship and research and in the sharing of best practices among staff and management.

There is great value in building connections with peer institutions to uncover and explore new innovations in classroom teaching. As best practices continually evolve, peer-to-peer and institution-to-institution collaborations can unveil new approaches which can be immediately incorporated into individual classes or even across programs.

These partnerships will provide our faculty and students with an avenue for scholarship collaborations, sharing knowledge with like-minded, forward thinking institutions. Our students will gain an even greater breadth of experience to apply directly to their field of study. Our faculty will gain invaluable professional development opportunities in their area of specialization, thereby enhancing their teaching in the classroom.

Our staff and management can seek to gain new knowledge in their area of specialization, and enhance business processes and procedures for more efficient and effective practices.

Measures of Success

- We have enhanced the existing post-secondary institutional collaborations to benefit teaching, learning, scholarship and business practices.
- We have implemented a sophisticated and interactive network to share best practices and innovative teaching, learning, scholarship and business processes across Mount Royal and among peer post-secondary institutions.



GOAL 8: *(continued)*

ENGAGE MULTIPLE COMMUNITIES IN INNOVATIVE AND PRODUCTIVE PARTNERSHIP ACTIVITIES

Strategy 8.2:

We will actively develop new teaching, learning and research partnerships with community organizations and the private and not-for-profit sectors, and we will nurture and expand our existing partnerships.

These collaborations will create new and original opportunities for our faculty and students to embark upon current and timely research projects, as well as practicum and other experiential learning placements which will benefit our community and enrich the student experience, while further solidifying our unique relevance.

Measures of Success

- We have realized a 25 per cent increase in new formal and informal partnerships with community organizations and the private and not-for-profit sectors dedicated to enhancing teaching, learning and research at Mount Royal.
- Our partnerships with community organizations and the private and not-for-profit sectors are broadly viewed as models of university/community collaboration and are the subject of Scholarship of Teaching and Learning (SoTL) publications.

Strategy 8.3:

We will fundraise with intention, actively developing new private sector relationships to generate additional sources of revenue for current and emerging areas of priority.

Through greater collaboration and engagement with individual philanthropists, alumni and the corporate community, we will enhance our programming and provide our students and faculty with opportunities not available through traditional revenue streams.

Measures of Success

- Bursaries, scholarships and awards available to our students represent an amount equal to 5 per cent of our annual operating budget.
- Endowment funds provide sufficient operating revenue for The Institute for Scholarship of Teaching and Learning and other programs that directly support our vision.
- We have increased our number of alumni donors by 300 per cent.
- We sustain our numbers of alumni donors year over year.

Strategy 8.4:

We will actively build affinity with our alumni, to strengthen their connection to Mount Royal and create ambassadors throughout the community and around the world.

By enhancing our alumni programs, we will in turn enhance affinity among our alumni. By developing new and more flexible ways to engage with our alumni, we will enhance their pride for their alma mater, thereby securing their ongoing, committed support for our initiatives.

Measures of Success

- We have increased awareness and grow by 60 per cent the number of active alumni contacts.
- We have doubled the involvement of alumni in chapter activities and programs such as the Harry G. Schaefer Mentorship program.
- We have maximized the number of alumni engaged in leadership roles on Program Advisory Committees, the Board of Governors, the Board of Directors (Senate) and Alumni Chapters.
- We have successfully launched at least a half dozen new post-baccalaureate certificates and diplomas that both refresh and update Mount Royal degrees and other credentials and provide timely new professional development for our alumni.



GOAL 9:

ENHANCE COMMUNITY OUTREACH

Engage our broader community in thoughtful outreach initiatives, to provide access to educational opportunities available at Mount Royal which, in turn enhance the experiences of all of our students by providing exposure to diversity in both culture and thought

Strategy 9.1:

We will enhance our partnerships with aboriginal communities, thereby fostering an engagement with current and potential aboriginal students, enabling greater success in our dedicated recruitment initiatives and specialized retention strategies.

The representation of aboriginal students at Mount Royal should be equal to the representation of Aboriginal Peoples within our province.

Measures of Success

- We have increased representation of aboriginal students equal to 7 per cent of our overall student population.
- We have increased retention and graduation rates of aboriginal students.
- Faculty, staff and management demonstrate strong awareness and understanding of aboriginal culture and issues.
- 100 per cent of degree programs across the University include aboriginal content and perspective.
- There is an increased presence of aboriginal faculty and staff across the University.

ABORIGINAL STUDENTS

(self-declared)

2009/2010

3.1%

2013/2014

3.7%

2024/2025

7.0%

Strategy 9.2:

We will create and expand our diverse and unique programs, which are a defining characteristic for Mount Royal, differentiating us among other post-secondary institutions.

Mount Royal is an agile university, able to respond to emerging needs of Alberta and our current and potential students to create new and innovative academic and Continuing Education programming. This responsiveness provides our students with access to unique programs not readily available at other universities.

Measures of Success

- ① Our Continuing Education Faculty is positioned as a provincial leader in the development of new and unique lifelong learning opportunities.
- ② Our Continuing Education Faculty collaborates with academic faculties to offer unique programming, including the provision of at least two to three new degree completion opportunities for mid-career professionals.



CONTINUING EDUCATION

..... ①
2 – 3

new degree completion opportunities in collaboration with academic faculties

GOAL 9: *(continued)*

ENHANCE COMMUNITY OUTREACH

Strategy 9.3:

We will continue to strategically support the work of our community focused programs by developing new and innovative programs and services for the broader community.

Areas such as Continuing Education, the Conservatory, Recreation, Cougar Athletics and the Riddell Library and Learning Centre are important ambassadors in our community, providing Mount Royal with an invaluable link to thousands of students and community members every year.

Through the development of an integrated marketing strategy, we can ensure that all promotions enhance the broader reputation of Mount Royal as a whole.

Measure of Success

- We have increased external community participation and engagement across all of our community focused programs.

MOBILITY

Mount Royal University collaborations 2024/2025



=

650

International mobility students at MRU

+

650

MRU mobility students at international institutions

Strategy 9.4:

We will create partnerships with universities across Canada to facilitate student and faculty exchanges between institutions.

A national exchange strategy will enable students from across Canada to benefit from a Mount Royal education while providing our students access to new experiences within the country.

Measures of Success

- We are recognized as a national leader in program-to-program student exchanges with other Canadian universities.
- We are an active participant in at least four to six new multi-institutional student and faculty mobility programs, in addition to the two bilateral agreements currently in place.
- Upwards of 1,000 Mount Royal students participate in these domestic mobility programs, and an equal number of students from other institutions study at Mount Royal.



= **1,000**

Domestic mobility students at MRU

+ **1,000**

MRU mobility students at Canadian institutions

GOAL 9: *(continued)*

ENHANCE COMMUNITY OUTREACH

Strategy 9.5:

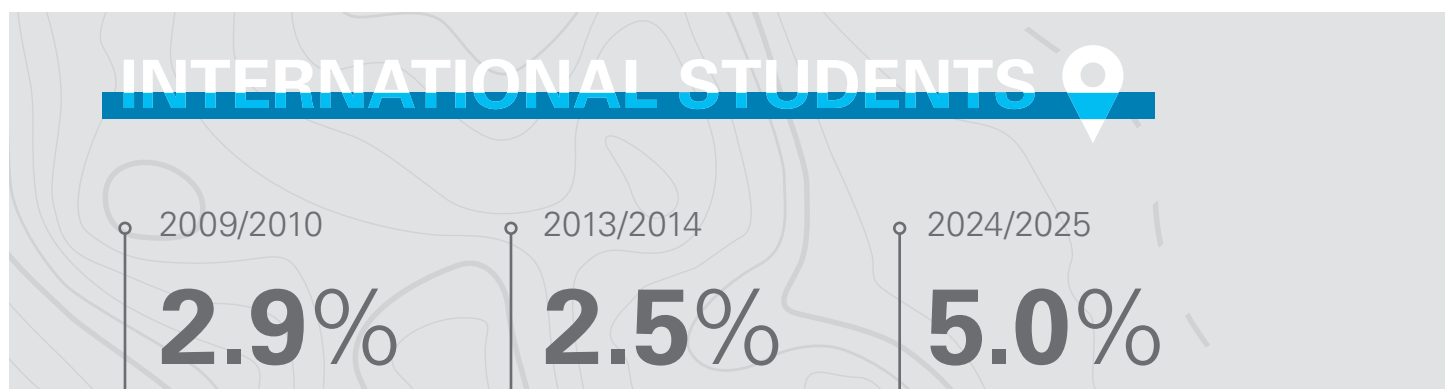
We will increase our international focus through the development and delivery of programs related to student mobility and faculty exchanges, and through the provision of specialized student supports dedicated to our international student population.

An enhanced internationalization strategy will enable a greater number of students from all over the world to experience a Mount Royal education. The added benefit of this element of internationalization will be the interactions our current students will enjoy when engaging with international students, while providing greater exposure to the diversity that internationalization will naturally bring to our campus.

Additionally, facilitating exchanges for our students and faculty through international partnerships will further enhance their educational experience.

Measures of Success

- We have increased representation of international students studying at Mount Royal equal to 5 per cent of our overall student population.
- At least 5 per cent of our students study abroad for at least one semester.
- At least 5 per cent of our students participate in international field schools.



Strategy 9.6:

We will encourage, support and recognize the community service commitment of our students, faculty, staff and management.

Many members of the Mount Royal community are active citizens who make an impact well beyond our University gates. Often referred to as human capital, their contributions and talents are felt throughout Calgary and beyond. Whether tied to their activities on campus or based on strong personal interests, the commitment of so many members of our community defines and models engaged citizenship and demonstrates the importance of integrated communities.

Measure of Success

- We have increased community involvement with more than half of Mount Royal's students, faculty, staff and management making a personal and dedicated commitment to active citizenship.

COMMUNITY INVOLVEMENT



% of MRU students, faculty, staff and management making a personal and dedicated commitment to active citizenship



GOAL 10:

ADVANCE ECONOMIC, ENVIRONMENTAL AND SOCIAL SUSTAINABILITY

Promote growth of economic, environmental and social sustainability throughout our campus and become leaders within our community through thoughtful planning and deliberate action

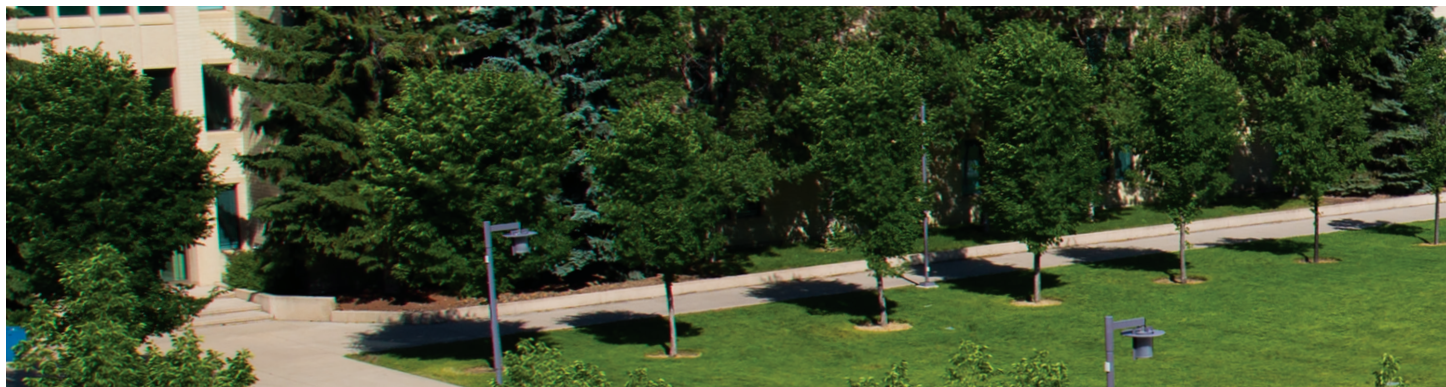
Strategy 10.1:

We will create an environment of economic sustainability by ensuring that the Government of Alberta considers post-secondary education a priority, and there is a commitment to provide stable and equitable operating funds and flexible Tuition Fee Regulation.

At Mount Royal, economic sustainability is dependent upon predictable and sustainable base operating grants and infrastructure maintenance funding from the provincial government to cover the cost of current program delivery, and to plan future programs and enrolment to meet the proportionately high demand for university access in Calgary.

Measures of Success

- Tuition at Mount Royal is based on a standardized fee for all courses and is competitive within the province of Alberta.
- The historical inequity in the base operating grant has been restored and our annual operating grant is equitable to other universities in Alberta.
- The government has revised the Tuition Fee Regulation to provide us with flexibility to apply appropriate tuition and course-based instructional fees to balance tuition and operating grants with the cost of program delivery.



Strategy 10.2:

We will secure our economic sustainability by developing comprehensive implementation plans, including management of current assets and resources and planning for future resource development with diversified revenue sources. The implementation plans will also include enhanced internal controls to ensure responsible management of resources to capitalize on returns on investment.

Economic sustainability also includes the application of important practices such as fiscal stewardship, resource development, asset management, the development of internal controls and planning for initiatives to ensure a responsible return on investment.

Measures of Success

- We have a financial plan that is designed to achieve both our current and long-term strategic goals.
- We present a balanced budget to the Board of Governors, without the need to draw on reserve funds to cover the cost of program delivery.



GOAL 10: *(continued)*

ADVANCE ECONOMIC, ENVIRONMENTAL AND SOCIAL SUSTAINABILITY

Strategy 10.3:

We will actively promote and support environmental sustainability by implementing the key recommendations from the President's Task Force on Campus Sustainability.

At Mount Royal, environmental sustainability includes the adoption of important initiatives such as energy renewal, reducing our carbon footprint, carefully considered land use, waste reduction, and the stewardship of our green spaces.

Measure of Success

- Environmental considerations are incorporated into day-to-day activities and long term planning.



Strategy 10.4:

We will foster social sustainability by developing a Social Sustainability Plan that identifies, addresses and removes barriers to access, to ensure full and meaningful participation in our learning, living and working community.

Mount Royal is committed to developing a socially sustainable campus community that nurtures and celebrates diversity, inclusion, equity and justice and facilitates a service culture. We acknowledge that our activities, programs, services, and everyday interactions are enriched by our acceptance of one another.

Measures of Success

- We have implemented improved policies aimed at lowering systematic barriers and increasing universal access.
- We have adopted practices and behaviours which promote and provide a safe and inclusive environment.



Environmental sustainability includes the adoption of important initiatives such as energy renewal, a reduced carbon footprint, carefully considered land use, waste reduction and the stewardship of our green spaces.

**WHERE WE WERE,
WHERE WE ARE AND
WHERE WE ARE GOING**



INSTITUTIONAL SIZE	2009/2010	2013/2014	2024/2025
Full-Load Equivalent (FLE)	8,477	8,085	13,000
Total endowment	\$33.1 million	\$44.4 million	\$80 million
STUDENT INTAKE	2009/2010	2013/2014	2024/2025
Calgary students	70.6%	69.3%	65.0%
Alberta students (outside Calgary)	19.0%	20.3%	20.0%
Out of province students	7.5%	7.9%	10.0%
International students	2.9%	2.5%	5.0%
Direct from high school	41.6%	49.4%	75.0%
<i>Intake heads</i>	4,702	5,939	9,291
Calgary students	3,320	4,116	6,039
Alberta students (outside Calgary)	893	1,206	1,858
Out of province students	353	469	929
International students	136	148	465
TARGETED STUDENTS	2009/2010	2013/2014	2024/2025
Aboriginal (self-declared)	3.1%	3.7%	7.0%
International	2.9%	2.5%	5.0%
PROGRAM MIX	2009/2010	2013/2014	2024/2025
4-year baccalaureate degree	46.2%	68.8%	80.0%
4-year applied degree	15.0%	5.7%	—
Diplomas/certificates			10.0%
» Post-baccalaureate certificates	1.2%	0.8%	
» 2-year diploma	12.7%	6.3%	
» 1-year certificate	1.5%	1.2%	
University Transfer	6.4%	2.9%	—
Open Studies	17.0%	11.4%	—
Alternative Entrance (University Entrance)	—	2.9%	5.0%
Alternative Entrance (degree completion)	—	—	5.0%
PROGRAM OFFERINGS	2009/2010	2013/2014	2024/2025
Number of baccalaureate degrees	7	11	15
Number of baccalaureate majors	21	23	60
Number of applied degrees	13	5	—
Number of applied degree majors	18	5	—
Number of pre-baccalaureate diplomas/certificates	18	18	
Number of post-baccalaureate diplomas/certificates	8	4	
STUDENT FINANCIAL SUPPORT	2009/2010	2013/2014	2024/2025
Number of bursary, scholarship and award recipients	776	994	2,500
Endowment dedicated to scholarships and bursaries	\$16.9 million	\$25.4 million	\$50 million
Bursaries and scholarships equal to % of operating budget	1.3%	1.6%	5.0%
MOUNT ROYAL UNIVERSITY COLLABORATIONS	2009/2010	2013/2014	2024/2025
Number of colleges offering collaborative MRU degrees	0	2	5+
Number of MRU degree programs offered at Alberta colleges	0	3	10+
Number of dual degrees with other universities	0	1	3
Number of domestic mobility students at MRU			1,000
Number of MRU mobility students at Canadian institutions			1,000
Number of international mobility students at MRU	568	310	650
Number of MRU mobility students at international institutions	159	167	650



ACCOUNTABILITY AND STRATEGIC CONTEXT

Learning Together, Leading Together is the 10 year Strategic Plan for Mount Royal University and spans the time frame 2015 through to 2025. It is intended to guide the University at the highest level, as our overarching University planning document. This Strategic Plan has been approved by the Mount Royal University Board of Governors. As such, Mount Royal remains accountable to the Board of Governors in the implementation of this Plan.

Learning Together, Leading Together is dynamic and evergreen, and has been written at a strategic level to ensure it will remain relevant over the full lifespan of the Plan. It will be Mount Royal's principal planning document to be used for both long-term planning and in our day-to-day activities.

As our principal planning document, *Learning Together, Leading Together* will guide us in:

- » The review and refresh of existing University plans
- » The development of departmental and faculty-specific operational plans, advised by the related goals and strategies articulated in the Strategic Plan
- » The establishment of detailed metrics, to specifically identify how we will measure the success of our operations against the goals and strategies articulated in the Strategic Plan
- » The creation of a formal review process, to confirm our progress against the measures of success established for the Strategic Plan

7,000+
individual comments

24

complex, open-ended
and carefully
considered questions

ACKNOWLEDGEMENTS

Learning Together, Leading Together has been made possible through the work of hundreds of individuals committed to the long-term success of Mount Royal University. Led by our Strategic Plan Steering Committee, we sought feedback from our community, and the response was truly overwhelming. Our community came together to draw the roadmap for our future.

We conducted a formal engagement process over the course of most of 2014. By the numbers, that engagement process included many highlights:

- » We held more than 40 stakeholder consultations and spoke with hundreds of our faculty, staff, management, students, alumni, volunteers and board members.
- » We asked our community 24 complex, open-ended and carefully considered questions.
- » Through the consultations, we gathered nearly 7,000 individual comments.
- » A careful review of those comments resulted in the identification of 278 general concepts.
- » An analysis of those concepts resulted in 90 prevailing themes.
- » A thoughtful consideration of those themes showed us, undeniably, that we had a single, common thread woven through everything that our community was saying: our people are our foundation.

278

general concepts

90

prevailing themes

Our students, faculty, staff and management, and our broader community are both the foundation of our work and the key to our success. We had discovered our starting point, and *Learning Together, Leading Together* naturally developed from there. Our University community validated our Strategic Plan through an extensive review process and *Learning Together, Leading Together* was complete.

Our strategic planning process was a learning experience for all of us. By learning together through the planning, we are now leading together as a community, setting out on our next exciting decade.

Thank you to everyone who contributed to the development of *Learning Together, Leading Together*.

40

stakeholder
consultations

single, common thread

OUR PEOPLE
ARE OUR
FOUNDATION



STRATEGIC PLAN STEERING COMMITTEE

David Docherty, President (Chair)
Kathy Shailer, Provost and Vice President, Academic (Vice Chair)

ACADEMIC DEANS

Jeff Keshen, Dean, Faculty of Arts
Chad London, Dean, Faculty of Health and Community Studies

CHAIRS/PROGRAM DIRECTORS/MANAGERS

Karim Dharamsi, Chair, General Education
Paul Dornian, Director, MRU Conservatory
Pearl Herscovitch, Chair, MRU Library

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Evelyn Field, Faculty of Arts
Ryan Parks, Bissett School of Business
Glenn Ruhl, Faculty of Communication Studies
Giuliana Harvey, Faculty of Health and Community Studies
Pam MacQuarrie, Faculty of Science and Technology
Jodi Nickel, Faculty of Teaching and Learning

STAFF MEMBERS

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Heather Hanley, Career Services
Kerry Marincich, Financial Services
Karen Richards, Marketing and Communications

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Kristin Milloy, Health Science Student
Julia Pasieka, English Honours Student

MOUNT ROYAL FACULTY ASSOCIATION

Scott Murray, Vice President, Policy, MRFA

MOUNT ROYAL STAFF ASSOCIATION

Baset Zarrug, President, MRSA

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Jim Campbell, Director, Development
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