

Student Affairs Strategic Plan

2025-2030

Executive Summary

The office of Student Affairs has developed a 5-year Strategic Plan named: **AUArts Student Affairs Strategic Plan 2025-2030: Diverse and Creative Pathways for Student Success**. The plan focuses on services, programs, and supports that promote academic and personal success as they are a critical part of the student experience. The strategic plan aims to empower students through holistic, creative, adaptable, and reflective supports and services.

To accomplish our mission, we have established broad and long-term goals and developed not only strategies but also enablers that are crucial for providing the necessary support and infrastructure to implement the strategic plan successfully. The **AUArts Student Affairs Strategic Plan 2025-2030: Diverse and Creative Pathways for Student Success** gives voice to the overarching **AUArts Strategic Plan: Moving Toward 2027** by aligning with its values and strategies related to respect, openness, uniqueness, creative ways of doing, and the courage to experiment and inquire.

As we implement action plans during the strategic planning process, we will collaborate across institutional departments to ensure that AUArts provides an exceptional undergraduate and graduate experience for our students, always leading them to a diverse range of successful stories to share. The initiatives in the **AUArts Student Affairs Strategic Plan 2025-2030: Diverse and Creative Pathways for Student Success** are proof of our commitment to keep fostering an inclusive, creative, and supportive environment that enables our students to achieve their full creative potential.

Mission, Vision & Values

Mission Statement

Through wholistic, adaptable and reflective supports, services and collaboration, Student Affairs empowers students to thrive and succeed in our community of artists and beyond.

Vision Statement

To inspire and empower the creative global thinkers, makers, story tellers, leaders and risk-takers of tomorrow for success in a diverse and inclusive community

Values

1. Inclusivity

We create an environment where all individuals feel valued, respected, and have equal access to opportunities and resources.

Behaviors/Outcomes:

- Actively seeking and valuing diverse perspectives.
- Ensuring all voices are heard and considered in decision-making processes.
- Providing equal access to resources and opportunities for all students and staff.
- Promoting a culture of respect and acceptance.

2. Creativity

We encourage innovative thinking and the expression of unique ideas to foster a dynamic and inspiring environment.

Behaviors/Outcomes:

- Supporting and rewarding innovative ideas and solutions.
- Providing opportunities for creative expression and experimentation.
- Encouraging risk-taking and learning from failures.
- Fostering an environment where creativity is integrated into everyday activities.

3. Empathy

We understand and share the experiences of others to build strong, supportive relationships.

Behaviors/Outcomes:

- Actively listening to and validating others' experiences.
- Demonstrating care and understanding in interactions.
- Providing support and resources to those in need.
- Creating a supportive and caring community.

4. Collaboration

We work together across departments to achieve common goals and enhance the overall student experience.

Behaviors/Outcomes:

- Encouraging teamwork and the sharing of ideas and resources.
- Building strong and collegial relationships across departments.
- Facilitating regular communication and collaboration opportunities.
- Achieving shared goals through collective effort and mutual support.

5. Accountability

We take responsibility for one's actions and decisions as we are transparent and ethical in all efforts for student success.

Behaviors/Outcomes:

- Owning and learning from mistakes.
- Setting clear expectations and following through on commitments.
- Being transparent in decision-making processes.
- Upholding ethical standards and integrity in all actions.

Goals

1. Goal: Boost Student Engagement, Retention, and Success

Increase student population as we promote student involvement and participation.

Create more opportunities for engagement while fostering a vibrant campus community.

Enablers:

- Student Recruitment: Maximize resources for an aggressive recruitment campaign (domestic, international and Indigenous).
- Alumni Involvement: Engage alumni in recruitment efforts to share their success stories and experiences.
- Technology Integration: Leverage digital platforms to facilitate communication, engagement, retention, and graduation.
- Financial Support: Expand scholarships, grants, and financial assistance options to attract and retain students.
- Health and Wellness: Enhance mental health services and wellness programs to support student well-being.
- Career Services: Strengthen career counseling and job placement services to prepare students for post-graduation success.
- Campus Life: Enhance campus supports and events focus on creating community and retention.
- Inclusive Environment: Foster an inclusive and welcoming environment through diversity and inclusion initiatives.
- Community Building: Establish affinity groups and support networks for diverse student demographics.
- Academic Support: Offer robust academic resources and support services.
- Skill Workshops: Provide workshops on essential skills (time management, study techniques, and exam preparation).

Strategies:

- **Recruitment:**
 - Targeted Campaigns: Develop marketing campaigns that highlight AUArts' unique programs and student success stories.
 - Outreach Programs: Partner with high schools and community colleges to create outreach programs that attract prospective students.
 - Digital Presence: Enhance the digital presence of AUArts through social media, virtual tours, and online information sessions.
- **Academic Support:**
 - Tutoring Services: Expand tutoring services and create peer-led study groups to support academic success.
 - Online Resources: Develop online resources and virtual learning communities to support students in remote or hybrid learning environments.
 - Academic Advising: Strengthen academic advising services to help students navigate their educational paths effectively.

-
- Coordinate with other departments and AUArts Students' Association regular events and activities that cater to diverse student interests.
 - Promote student-led initiatives
 - Project Funding: Provide funding and resources for student-led research and creative projects.
 - Leadership Opportunities: Recognize and reward student leadership and involvement through awards and recognition programs.
 - Event Proposals: Encourage students to propose and lead new projects or events that align with their interests and passions.
 - Sense of Belonging
 - Diversity Training: Implement diversity and inclusion training for both staff and students to promote a respectful and inclusive campus culture.
 - Cultural Celebrations: Celebrate cultural heritage months and other inclusive events to recognize and honor the diversity of the student body.
 - Mentorship programs
 - Peer Mentoring: Expand peer mentoring programs to provide academic and personal support to new students.
 - Alumni Networking: Facilitate networking events with alumni and industry professionals to provide guidance and career opportunities.
 - International and Indigenous Student Support: Strengthen the Lodgepole Center and International Student Mentors programs.

2. Goal: Enhance Communication

Improve the clarity and effectiveness of communication channels to ensure timely and accurate information dissemination across the student body and staff.

Enablers:

- Technology: Implement advanced communication initiatives and utilizing student platforms (Student Success Centre).
- Increased Accessibility: Ensure information is easily accessible to all students and staff via AUArts website and/or Student Success Centre.

Strategies:

- Maintain a centralized communication platform (Student Success Centre) for announcements and updates.
- In collaboration with Communications update and maintain the AUArts website and social media channels with information directed to prospective and current students.
- Provide training for staff (via PD) and students (via the Tutoring and Writing Centre) on effective communication practices.

3. Goal: Promote Wellness

Prioritize the health and well-being of students and staff through comprehensive wellness initiatives and support services.

Enablers:

- Resource Development, Revenue: Secure funding for wellness programs.
- Increased Accessibility: Make wellness resources readily available.
- Leadership: Promote a culture of wellness through leadership initiatives.

Strategies:

- Develop comprehensive wellness programs addressing physical, mental, and emotional health.
- Provide accessible counseling and support services.
- Organize wellness workshops and seminars as part of the Post-Secondary Mental Health Grant.

4. Goal: Strengthen Collaborative Relationships

Develop and maintain cross-departmental partnerships to enhance the overall student experience and foster a culture of collaboration.

Enablers:

- Cross-Departmental Partnerships: Foster collaboration between different departments, including the AUArts Students' Association.
- Brand Awareness & Consistency: Maintain a consistent, recognizable and strong Student Affairs brand identity.

Strategies:

- Establish regular inter-departmental meetings to discuss collaborative opportunities.
- Develop joint initiatives and projects that benefit the student community.
- Promote a unified Student Affairs brand message across all departments.

5. Goal: Support Staff retention and growth opportunities

Provide professional development opportunities to support staff retention and career growth, fostering a culture of continuous improvement.

Enablers:

- Professional Development: Offer continuous learning and development opportunities focused on student success for staff.
- Leadership: Encourage innovative leadership and living values.

Strategies:

- Create a professional development program tailored to those staff needs that focus on student success.
- Provide opportunities for staff to attend workshops, conferences, and training sessions.
- Recognize and celebrate staff achievements and contributions.

Key Performance Indicators (KPIs)

1. Boost Student Engagement, Retention, and Success

- Student Recruitment:
 - Undergraduate + Graduate (domestic, international, and Indigenous): Increase volume of applicant pool, admit rate and conversion rate.
 - Undergraduate + Graduate (domestic, international, and Indigenous): Meet or exceed number of established admissions targets.
- Event Participation: Increase in the number of students attending campus events and activities.
- Student-led Initiatives Growth: Increase in the number of student-led initiatives and activities.
- Mentorship Program Enrollment: Number of students participating in mentorship programs.
- Graduation rates.

2. Enhance Communication

- Student Success Centre: Percentage increase in the number of users actively engaging with the Student Success Centre.
- Satisfaction Ratings: Improvement in satisfaction ratings from students and staff regarding communication clarity and effectiveness.
- Training Completion: Percentage of staff and students who have completed communication training sessions.

3. Promote Wellness

- Program Participation: Increase in the number of students and staff participating in wellness programs and workshops.
- Counseling Access: Higher usage rates of counseling and support services.
- Canadian Campus Wellbeing Survey: Improvement in wellness survey scores among students and staff.

4. Strengthen Collaborative Relationships

- Joint Initiatives: Number of joint initiatives and projects between departments.
- Meeting Regularity: Frequency of inter-departmental meetings.
- Collaboration Satisfaction: Improvement in satisfaction ratings on the effectiveness of cross-departmental partnerships.

5. Support Staff Retention and Growth Opportunities

- Professional Development Participation: Increase in the number of staff attending workshops, conferences, and training sessions.
- Staff Retention Rates: Improvement in staff retention rates.
- Career Advancement: Number of staff promotions and career growth opportunities taken.

Land Acknowledgement

Alberta University of the Arts (AUArts) is situated on the ancestral land of the Siksikaitsitapi – Blackfoot Confederacy which includes the Siksika, Kainai, Piikani Nations and the shared territories of the Tsuut’ina Nation as well as the Iyarhe Nakoda-Stoney which includes Bearspaw, Chiniki, Good Stoney Nations and also the home of the Métis Nation of District 5 and 6. The City of Calgary has long been called Moh’kins’tsis by the Siksikaitsitapi, Guts’ists’i by the Tsuut’ina, and Wîchîspa by the Nakoda.

Alberta University of the Arts

1407 14 Avenue NW, Calgary, Alberta, Canada T2N 4R3 AUArts.ca

[!\[\]\(6605b201d6f14d9b3bcb8ab5f274d107_img.jpg\)](#) [!\[\]\(f4056bb2e5acf0a782fb9d812dad489d_img.jpg\)](#) [!\[\]\(23e633620764e54910cf7e601ab387fc_img.jpg\)](#) [!\[\]\(a2795d87b2d80ef7779f5519aaa3b936_img.jpg\)](#) @AlbertaUArts