



# Strategic Plan for Acadia University

## Personalized Education for a Complex World

*(Adopted by Senate on 13 March 2006; by the Board of Governors on 13 May 2006)*

### Introduction

Universities share with society the intersecting challenges of an increasingly global culture and economy. Ethical challenges, developing technologies, endangered environments, and changing views of employment and citizenship all require a studied approach. Our increasingly complex world makes new kinds of demands of nations, institutions, and individuals. Acadia University will lead Canada's primarily undergraduate universities in preparing students for success through innovation, flexibility, and rigour in learning. Acadia graduates will be prepared to address the challenges facing society through responsible, ethical, and global leadership. This strategic plan provides a framework for continuing dialogue within the university community as Acadia charts a course into the future.

Recognizing the need for the Acadia community to participate in planning discussions, the Board of Governors and the President and Vice-Chancellor commissioned a University-wide, comprehensive strategic planning process in August 2004. This process culminated in the development of a strong, flexible, and adaptable strategic plan by the end of 2005/06 academic year. The resulting strategic plan is bold, creative, and firmly rooted in Acadia's traditions, values, and history. It will guide the University's future efforts to sustain and strengthen a learning community that advances knowledge and prepares students to be lifelong learners and engaged, competent citizens. As an integrated, University-wide strategic plan, it identifies and promotes ways to use all of the University's resources in the education and preparation of the whole student. The plan emphasizes the unique elements of an Acadia education, including a combination of key strengths that have been developed at Acadia by generations of outstanding teachers and scholars. It serves as a stimulus for ongoing discussion and as the foundation for further planning by departments, Faculties, and the University community.

At the heart of both the process and the final plan was to be the emergence of a renewed academic strategy. Accordingly, the central focus of work in the first year (2004/2005) was on academic planning. Other planning components addressed during the first year both reflected and informed the evolving academic strategy: internationalization, a revised and updated strategic research plan, and a technology plan. During 2004/2005, Acadia's senior administrative team also held specialized sessions focused on the University's enrolment management strategies and methods and its finance and budgeting activities. The discussions held in those sessions informed the strategic planning process as well. Beginning in the summer of 2005, and in relation to the University's core academic strategy, the strategic planning process incorporated other planning components, including Student Affairs (the organization and delivery of student life programmes and services), campus and community learning environments, and student learning outcomes.

## Personalized Education

There has been a consistent theme of personalized education for the whole student woven through Acadia's history, traditions, and achievements. Such an education makes a broad and positive change in a student's approach to life.

As in the past, students continue to experience their years at Acadia as an intellectual and developmental journey that offers an opportunity to learn, grow, and discover in a supportive educational environment. Acadia draws students into close learning relationships with members of the faculty (including professors, librarians, and instructors) and professional staff, supports them in acquiring, creating, or applying knowledge, and engages them with the world around them. It is this work of transformation (not as a specific educational method or philosophy but as a purpose and goal) that produces the unique outcomes of an Acadia education. The University community has committed, and will continue to commit, its best resources to this purpose and goal. The emphasis given to personalized education in this strategic plan augments Acadia's historical and continuing commitment to a rigorous liberal education.

The University community strives to respond to student preferences, in the context of the best scholarly practices, and meet their needs while they are enrolled at Acadia. The University community considers each student to be an essential partner in the discovery, learning, and application of knowledge. Current Acadia students benefit greatly from the engagement and support of Acadia graduates. The University community involves alumni in the on-going life of the university.

## Vision, Values, and Mission

Strategic planning provides an opportunity for the Acadia community to engage in an on-going process of reflection, review, and discussion to ensure that its vision, values, and mission continue to respond to changing times and needs.

Acadia's vision describes the scholarly community it wants to create. Its values provide the foundation from which the University community pursues that vision. Its mission follows from its vision and values.

### **Vision**

***The core vision of Acadia University is to provide balanced, rigorous, distinguished, and purposeful academic and co-curricular programmes that ensure a personalized liberal education for undergraduate and graduate students that prepares them to become leaders in a complex world.***

***Acadia strives to achieve excellence in teaching, research, scholarship, services, and community engagement and to use all of its resources responsibly when implementing programmes that educate the whole student – mind, body, and spirit, inside and outside the classroom. Acadia seeks to enroll well-prepared students, invest in outstanding faculty and staff, and maintain strong relationships with committed alumni, all of whom are encouraged to participate in the full range of the intellectual and cultural life of the campus community.***

***Acadia aspires to create a deep appreciation of our natural environment and an active commitment to sustainability among all members of the campus community. The University community also aspires to prepare students to understand and address complex social questions and concerns.***

***Acadia will continue to provide a distinctive technology-rich educational environment in support of academic programmes, information management, and student life.***

***To enrich the campus community, Acadia seeks students, faculty, and staff from a diversity of backgrounds, and works to ensure equal access to an Acadia education.***

## **Values**

We at Acadia believe in the primacy of the following overarching values: *Excellence in Scholarship, A Close Community, and Personal Responsibility and Leadership*. Acadia values:

### **Excellence in Scholarship**

- **excellence in teaching.**
- **excellence in research.**
- the development of **distinguished academic programmes.**
- **rigour and flexibility in learning.**
- the **strength of academic disciplines.** In addition to their own merits, strong disciplines provide the scholarly foundation to respond to and participate in the complex interdisciplinary issues and questions that are raised in today's society
- the **integration of research and teaching.** The University community values such integration in the delivery of the curriculum and in the construction of a distinctive personalized education.
- the **innovative use of technology.** Acadia continues to be unique in supporting academic programmes with leading-edge information technology.
- **a distinguished history and unique academic heritage.**

### **A Close Community**

- **close engagement between students and members of the faculty.**
- **a distinguished and diverse faculty.**
- **members of the staff, who are full contributing partners** in the University community
- **committed alumni and strong traditions.**
- the **education of the whole student, including mind, body, and spirit.** The University community embraces this commitment and uses all of its resources in support of it.

- **sound and accessible academic advising** and learning support services for Acadia's students.
- **a healthy, safe campus community.**
- **engagement with the community.** Acadia's students, faculty, and staff recognize the importance of including the community in planning and of working in partnership with the community to address common problems.
- **cultural awareness, the celebration of diversity, affirmation of human differences, and our common humanity.**

### **Personal Responsibility and Leadership**

- a strong, consistent sense of **social consciousness, responsibility, equity, and ethics.** Acadia's students, faculty, and staff hold themselves to high standards of personal and academic conduct.
- **the protection and sustainability of the environment.**
- **a democratic and civil campus community** where contrasting views are heard and respected.
- **accountability in the use and allocation of its resources**
- **social entrepreneurship and leadership.** Acadia encourages students to seek opportunities for thoughtful innovation and to explore new hypotheses and ways of solving problems.
- a **global perspective.** Acadia supports international programmes and recognizes the importance of preparing students to live and work in a diverse global community.

## ***Mission***

The following statement offers a renewed understanding of the mission of the University:

***The mission of Acadia University is to provide a personalized and rigorous liberal education; promote a robust and respectful scholarly community; and inspire a diversity of students to become critical thinkers, lifelong learners, engaged citizens, and responsible global leaders.***

## **An Acadia Education**

Acadia's history and heritage, current practice, and future design are to provide a rigorous, distinctive *Acadia education*. Five distinguishing features of an Acadia education are:

1. **Personalized attention to students as learners:** The focus of an Acadia education is on the learner. The size of the campus community, the faculty's focus on developing close educational relationships with students, and integration of learning opportunities throughout the University and community support Acadia's ability to provide this personalized education. Acadia provides academic advising and a learning environment in which information

technology connects faculty and students in a unique way. Acadia also provides specific learning support systems and services (such as the Vaughan Memorial Library, the Harriet Irving Botanical Gardens, and the new Learning Commons) and abundant opportunities for interactive learning.

2. **Undergraduate research:** The undergraduate research experience reflects the special relationship with faculty and students at Acadia; relationships that can be at once challenging, mentoring, and supportive. Undergraduate students are engaged at an early stage in meaningful research activities that give greater depth to their educational experience. This enhances a student's capacity for critical thinking and analytical reasoning while improving their understanding of research methods in the natural sciences, health sciences, social sciences, and humanities. Students are also provided opportunities for using advanced information technology as part of their research experience.
3. **Education of the whole student:** The integration of intellectual and personal development at Acadia creates a flexible but rigorous framework for the distinctive Acadia education. Educating the whole student is not new at Acadia. The University community recognizes the importance of integrating academic, social, and residential experiences in the context of developing life-long learners. This approach to education helps to ensure that students become active partners in the learning experience.
4. **A focus on the environment and important social issues:** Acadia's curriculum reflects a commitment to protecting and preserving our natural environment. It considers and addresses the interdependency of society and economic development, protecting biodiversity, and sustainability. Acadia's historical emphasis on social issues becomes part of every student's educational experience.
5. **Emphasis on responsible, global citizenship:** Students at Acadia participate in a variety of forums and activities aimed at creating a greater understanding of modern citizenship, ethical decision making, accountability, and their current and future role in improving society.

## Strategic Planning Themes

The entire community of Acadia University has participated in an open and inclusive consultative process that led to the identification of eight major strategic planning themes. In the **Introduction** and the **Appendix** are general and detailed descriptions of that process. The planning themes that emerged from that work reflect Acadia's vision, values, and mission. They emphasize the centrality of the University's academic work and its core role as a scholarly community. Discussion of the themes continues to create opportunities for the Acadia community to engage in ongoing, recursive dialogue and to build on its traditional strengths.

The strategic planning themes are:

1. **Learning and Teaching**
2. **Research**
3. **Building Community**
4. **Investing In People**
5. **The Environment**

## 6. Internationalization

## 7. Technology

## 8. Accountability

In the sections that follow, we explore each of these planning themes to begin framing strategies for Acadia's future.

## Learning and Teaching

The strategic planning process permitted the University community, and especially members of the faculty, to consider key questions about the curriculum, academic requirements, majors, courses, and pedagogy. Acadia affirms the **importance and necessity of curricular renewal on a regular basis**. Reassessing and updating the curriculum to respond to the changing needs of students and society is an important responsibility of the faculty, and the University community recognizes faculty members' prerogatives in curriculum development and revision.

The following are opportunities for Acadia to strengthen learning and teaching in the future:

- **Curricular renewal** must be at the top of the University community's strategic priorities if Acadia is to maintain its leadership and reputation among Canada's primarily undergraduate institutions. Faculty members in all programmes are encouraged to undertake a thorough process of review of their undergraduate and graduate curricula. Acadia will also develop library collections to support curricular renewal. This review provides a natural opportunity to build on the traditional strengths of the curricula while making changes and enhancements that respond equally to students' needs, the University community's commitments to a rigorous education, undergraduate research, and personalized attention to students as learners.
- **Close engagement between students and faculty members** will continue to be the distinctive signature of an Acadia education. While small class sizes are not the only pathway to this goal, it is essential that Acadia maintain a low ratio of students to faculty members overall and in most undergraduate courses. To keep most undergraduate classes reasonably small, Acadia will develop a long-term plan for optimizing student/faculty ratios.
- Acadia will ensure that **new or replacement faculty positions** are assigned in areas of greatest need, as defined by ongoing Department, School, Faculty, and University-wide planning.
- To maintain close teaching relationships between students and members of the faculty, Acadia will build on its undergraduate research experience, and in particular the **Honours Programmes** in the various disciplines.
- The University community will **support, recognize, and reward faculty** through enhanced faculty professional development, an increased availability of teaching resources, and new programmes through which good teaching is identified and rewarded.
- Acadia will create a **Centre for Curriculum, Learning, and Teaching**, led by faculty, to coordinate faculty support and support pedagogical excellence across the disciplines. Faculty members are encouraged to adopt and evaluate pedagogical

methods that have demonstrated promise in enhancing student learning. To support excellence in teaching, the University will continue to provide advanced technological resources and sponsor periodic symposia and conferences on effective pedagogy.

- The University community will respond to calls for **greater flexibility in the curriculum** by encouraging the Senate, the schools, departments, and faculty members to reassess and consider revising current major and minor course requirements (while maintaining appropriate academic and accreditation standards) to give students more opportunities to take courses outside the major and increase the capacity of academic departments to create flexible work environments.
- Acadia will **encourage interdisciplinary teaching, research, and scholarship** and support evaluation research to document the value of interdisciplinary approaches. Acadia's small size can facilitate the development of unique opportunities for members of the faculty to realize opportunities for working together that might not be easily achieved at a larger institution.
- Acadia will continue to support the **integration of classroom and out-of-the-classroom learning experiences**. To achieve this goal, the University community will continue to develop the facilities and programmes of the Learning Commons and the Library, and develop educational partnerships among faculty members and Student Affairs professional staff.
  - Introduce residence programming that supports the objectives of Acadia's academic mission. Programming will include activities that foster an appreciation for the environment, explore cultural diversity and encourage responsible citizenship.
- Acadia will continue to emphasize and support **programmes and activities that incorporate the fine and performing arts** into the life of the campus.
- The University will continue to support and enhance **lifelong learning, distance learning** and **continuing education**, and will more effectively integrate these programmes with the core work of the academic sector.
- The University will continue its historically close relationship with the **Divinity College**, which houses Acadia's faculty of theology, and will explore opportunities to provide greater access to courses in any of the Faculties for students from the Divinity College, and to courses in the Divinity College for other Acadia students.

## Research

Research is essential to scholarship and teaching at Acadia. It is equally important at the undergraduate and graduate levels. In the coming years, Acadia will increase its support for and commitment to research excellence.

- The University community will continue to promote, encourage, and support unique, high quality **undergraduate research**, especially in its Honours Programmes, both to provide for the development of research skills (including critical thinking and analysis) among students and to form a systematic way of engaging students with faculty members.
- Acadia will continue to encourage **faculty research** and to recognize and honor excellence in research. Acadia will continue to support incoming faculty members in

the development of their research programmes.

- Acadia will support **collaborative, interdisciplinary, and community-based research**. Acadia will seek links between campus research and the work of external organizations. The Link project is one example of such an opportunity.
- Acadia will use the forthcoming recommendations of the revised **Strategic Research Plan** to guide its specific future research agenda and priorities.
- Acadia will continue to develop **library and archival collections** to support student and faculty research.
- The University community will continue to compete for **Canada Research Chairs** to lead scholarship and research.
- Acadia will support the development and evaluation of **centres to coordinate faculty research** within and across disciplines. At the same time, Acadia will develop an overall policy to support and review the work of centres, institutes, and off-campus research sites.
- The University community will continue to develop **strong programmes of graduate study and research**.

## Building Community

Acadia is proud of its long history of collaborating with the community on mutually beneficial projects and initiatives and of working with the community to solve common problems and to take advantage of common opportunities. The University community cherishes these relationships and recognizes the importance of the community in our success as an institution. Building on this strong tradition, Acadia will increase its collaboration with the larger community for the benefit of students, faculty, staff, alumni, local communities, and society as a whole.

- An **Institute for Civic Engagement** will be established, through which faculty, students, and staff will work together on meaningful community/university projects that enhance learning experiences through rigorous teaching and scholarship and provide service to agencies, organizations, and the public. The activities of this Institute will provide a framework for the consideration and discussion of our shared roles and responsibilities as citizens.
- Acadia will provide mechanisms for encouraging the integration of **academic programme goals and community partnerships** where appropriate. Acadia will help campus educators develop both classroom and out-of-classroom learning opportunities that place students in the community for educational purposes while addressing community issues and concerns through research (including, especially, undergraduate research), programmes, or services.
- Through its **distance learning** and **continuing education** programmes, Acadia will continue to offer high quality learning experiences to on- and off-campus learners in Wolfville and beyond.
- Acadia will continue to affirm and support **volunteer service** in the community by students, faculty, and staff, and will recognize and highlight their community contributions and achievements.



- Acadia will continue to support its academic mission by providing well-managed **ancillary services**, such as the University's bookstore, physical plant, and facilities management. The University will ensure that the bookstore's emphasis is on texts, media, and other resources that can support and enrich students' learning.
- Acadia will develop beneficial **inter-institutional partnerships** with other post-secondary institutions, including community colleges, both in Canada and internationally. The goal in these partnerships will be to combine the strengths of the participating institutions.
- The University community will **seek opportunities to collaborate with the community on projects and activities of mutual interest** that will support the learning environment, enhance cultural programming, or provide better services for students, faculty, staff, and the community we serve.

In support of this strategy,

- Acadia will develop roles for alumni that are integral to the work and activities of a Welcome Centre.
- Acadia will continue to work in partnership with the town of Wolfville on issues related to housing, community living, and other issues of mutual interest.

## Investing in People

Throughout the strategic planning process, the need, and the opportunity, to *invest in people* (students, members of the faculty, members of the staff, alumni, and citizens in the communities we serve) received clear emphasis and strong endorsement. Acadia seeks to be a welcoming, civil, and affirming community and to sustain a respectful, positive, and engaging human environment that supports all of its members.

In support of these strategies, Acadia will:

- Provide a food service that meets the needs of variety, healthy eating and cultural sensitivity for all members of the campus community.
- Develop programs that encourage fitness and healthy life-styles for all members of the Acadia community.

**Students:** From recruitment to a lifetime as loyal alumni, students are Acadia's reason for being and the primary source of the motivation that inspires its work. In the future, Acadia will:

- **Recruit and retain high quality students** from Nova Scotia, Atlantic Canada, other regions of Canada, the United States, and other countries according to carefully constructed enrolment plans. The Senate of Acadia will continue to review its admissions policies on a regular basis. During the coming five-year planning period, Acadia expects total undergraduate enrollment to remain stable, but recognizes the challenges to achieving that goal in today's increasingly competitive admissions environment. Acadia will recruit high quality students who can contribute meaningfully to the rigorous scholarly life of the campus community. Part of this recruiting effort will include an **increase in student scholarships**.

- Acadia will establish an Enrolment Task Force charged with the development of specific enrolment goals.
  - The University will continually document and promote the success of Acadia graduates.
- Ensure continuing access to an Acadia education for well-qualified students and prevent the unwarranted withdrawal of students for financial reasons by **increasing resources for financial aid to students**. To this end, the University community commits itself to raising available funds for financial aid in proportion to future increases in tuition.
  - A priority of “The Tides are Turning” Campaign will be to raise new funds for financial aid.
- Provide **comprehensive, personalized advising** that assists each student in designing a whole university experience, centred in the curriculum and augmented through co-curricular and community-based experiences. This advising is meant to prepare students for lifelong learning, leadership, and engaged citizenship. This enhanced advising experience will provide reference to academic requirements and course selection, and will provide encouragement to each student to use all of the resources of Acadia and the community to create a framework for personal, academic, and occupational success. Members of the faculty will continue to be the primary source of academic advising, but will be joined by administrators and student affairs professionals in meeting students’ broader advising needs.
  - The University will examine all aspects of advising at Acadia, including Personal, Career, Financial, Academic, International, and Transition Advising.
  - In partnership with AAAU and the ASU, Acadia will develop an Alumni mentorship network.
- Offer an array of **learning support services** to promote academic achievement and enrich learning. These services will include assessing and improving students’ abilities in writing, information retrieval and analysis, oral communication, study skills, numeracy, and technological literacy. These learning support services will be offered through an educational partnership structure that links faculty with professional staff (in the Library, Acadia Institute for Teaching and Technology, Student Affairs, etc.).
  - Acadia will establish an enrichment centre within the Learning Commons.
  - A priority of “The Tides are Turning” Campaign is to raise funds to support both the programmes and facilities of the Learning Commons.
- Develop a **campus culture that values and supports an Acadia education** and reinforces the educational commitment the University community makes to its students through:
  - A dynamic **residence life programme** that supports engaged learning, academic achievement, intellectual development, and respectful personal relationships.

Believing in the fundamental value of residential living, Acadia will:

- Increase support for, and professional development of, residence staff.
  - Realign Accommodations and Residence Life under one organization reporting to Student Affairs.
  - Provide sufficient professional staff to accomplish the Residence Life mission.
  - Integrate programming and community characteristics as critical components of renovation and facility design.
  - Provide Residence Life programmes, policies, and staff that are inclusive and culturally sensitive.
  - Continue to support increasing numbers of students in residence consistent with demand.
- The advancement of students' **health and wellness** through education, effective and responsive health and counseling services, and opportunities to create a strong foundation for lifelong personal fitness
- The encouragement of **community involvement** and **responsible citizenship**
- **A recognition of different learning styles** and cultural backgrounds
- **Campus activities** that encourage and develop leadership, support a sense of belonging and community, and create learning opportunities outside the classroom

Acadia will:

- Reflect the diversity of the campus community through inclusive programme design.
  - Continue to encourage partnerships with the Acadia Students' Union that lead to the development of effective programming and activities that support learning.
- **High quality facilities** that support learning inside and outside the classroom
- A **library and archives** that support study, research, and intellectual growth, and promotes a habit of critical inquiry and a love of learning
- The development of **community pride and school spirit** through intercollegiate competition in both intellectual and athletic endeavors
- Support for the development and sustenance of an **entrepreneurial spirit**, which includes fostering creativity, educated risk-taking, decision-making, and communications skills that may be utilized in business, government, or elsewhere in society.
- Continue Acadia's historical strength in and commitment to offering support for the **spiritual growth and development** of students, as a vital element of the education of the whole person, through a vibrant, enriching selection of activities.

**Faculty:** a distinguished faculty is Acadia's most vital asset. In the coming few years, Acadia will:

- Recognize and reward the faculty as Acadia's greatest asset through **investments that make Acadia a preferred place to work and study**; support efforts to create and sustain **enviable work environments and arrangements** that support a healthy balance of personal, family, and professional commitments and activities.
- Encourage the recruitment and retention of an **increasingly culturally and demographically diverse faculty** to enrich the hallmark Acadia education, strengthen the curriculum, and increase the range and breadth of academic experiences.
- Augment **faculty professional development** programmes and activities; provide enhanced **orientation programmes** for new faculty members, and encourage members of the faculty to identify, foster, and accept appropriate leadership roles on campus, in professional and learned societies and organizations, and on the editorial boards of professional journals.
- Increase and diversify the ways through which the University community recognizes, acknowledges, publicizes, and rewards notable **faculty achievements**.
- Encourage members of the faculty to **participate in service** that enhances Acadia's campus and extended communities.

**Staff:** The University would not operate, provide student services, or manage its facilities, business affairs, and finances without its outstanding staff.

- Acadia will recruit, select and retain staff members who reflect the diversity of the campus community.

To address issues of concern identified by the staff during the strategic planning process, Acadia will:

- Recognize and reward the **contributions of staff** to the academic mission of the university.
- Support efforts among the staff to create and sustain **enviable work environments and arrangements** that support a healthy balance of personal, family, and professional commitments and activities.
- Improve, diversify, evaluate, and increase the number and frequency of **professional development** programmes for staff members in all sectors, schools, departments, and units; provide **enhanced orientation programmes** for new staff members.
- Frequently and routinely **ask staff members for their ideas, opinions, and suggestions**. The University community will listen carefully and incorporate the findings of these inquiries into continuous improvement activities.

**Alumni:** The University community will **invest in and support our strong alumni**, creating more opportunities for alumni to foster their tradition of support for excellence in education at Acadia; the University community welcomes alumni as contributing members.

To implement this strategy, Acadia will:

- Further strengthen the University's partnership with AAAU.
  - Enhance communication and information management (including by electronic means) for alumni and friends
  - Establish branches in key areas that will support student recruitment and fundraising.
  - Increase alumni giving and participation in the Annual Fund.
  - Emphasize the alumni role in student recruitment.
  - Foster opportunities for alumni to be engaged in the Learning Commons.
  - Explore new approaches to attract more graduates to reunions.
- Acadia will emphasize the **stewardship roles** of alumni and work with them to develop and maintain key relationships with the University and with local, regional, and global communities.

## The Environment

Acadia's commitment to appreciating, preserving, protecting, and sustaining the natural environment is reflected in its facilities, academic centres, research, and academic programmes. There is growing diversity and strength in Acadia's interdisciplinary research, scholarship, and teaching activities related to ecological issues and concerns.

As part of its commitment to the environment, Acadia also seeks to create an interpersonal, relational, and community environment characterized by civility and mutual respect. It is committed to a strong sense of connectedness and community on campus and to maintaining an atmosphere of open discourse and a tone of mutual respect that facilitates free speech and encourages the expression of a diversity of viewpoints and ideas.

- Acadia will ensure that graduates leave the University with a **strong awareness** of environmental issues and concerns.
  - All sectors and units of the University will collaborate to encourage environmental stewardship and innovation among students and celebrate their involvement through an active communications strategy.
  - "The Tides are Turning" Campaign will emphasize fundraising for environmental initiatives.
- The University will **review its administrative policies and contracts** regarding facilities and services to ensure sustainability.
- Acadia will become a recognized centre for **discussion of environmental issues**.
- **The Arthur Irving Academy for the Environment** will bring together scholars and teachers from many departments and schools to consider environmental issues, strengthen teaching about the environment, and address challenges of sustainability.
- Acadia will continue to explore and support **innovative teaching about environmental issues and concerns**.
- Acadia will continue to promote **environmental research and scholarship**.
- The University community will support students, faculty, and staff in their **promotion of environmental awareness** and sound environmental policies.

- Acadia will continue to renew and sustain natural spaces consistent with the environmental principles of the Campus Master Plan.

## Internationalization

The University community continues to support rich cultural and ethnic diversity in its campus population. Acadia now welcomes students from more than 60 countries who represent about one fifth of the total student population in 2006. Acadia will promote and utilize this strength in diversity and take a broader view of internationalization to further enhance the learning environment for all members of the Acadia community. The presence of a large and diverse population of international students inspires, stimulates, and enriches the Acadia community.

- In support of this strategy, Acadia will establish an Enrolment Task Force charged with the development of specific enrolment goals.

At Acadia, internationalization has become, and will continue to be, a major focus of work, teaching, and scholarship.

- Acadia will continue to recruit, enroll, support, and graduate **students from a variety of countries**, and maintain on-going relationships with alumni around the world.
  - Develop new strategies to engage our increasing number of international alumni.
- The University community will further develop programmes for **quality language training** and will provide support for students for whom English is a second language. Acadia will also provide faculty and staff with greater access to professional development opportunities to support English as a Second Language (ESL) students.
- A **Centre for Internationalization** will be created at Acadia, which will focus on coordinating and increasing the University community's capacity to support international education and activities.

Acadia will:

- Enhance the learning experience by increasing students' opportunities to study abroad through the work being completed by the Learning Commons' Working Group on internationalization.
- Advocate the establishment of bursaries through Capital Campaign that support international study or volunteer work.
- The University community will **augment the services and support it provides for international students** and the assistance and professional development it offers to Acadia faculty and staff to enhance their ability to work with international students.
- Acadia recognizes the importance of achieving an appropriate balance in the proportions of Canadian and international students in courses, majors, departments, and schools, and will **develop a long-term enrolment management strategy for international students** that optimizes their educational experience.
- Acadia will encourage the Senate, schools, academic departments, faculty, and professional staff to **adopt a global perspective in the University community's teaching and learning activities**.

## Technology

Acadia is a recognized leader in applying technology to teaching, learning, and research in higher education. Acadia has created a unique, technology-rich learning environment that facilitates learning across campus. Acadia will build on those strengths and strive to identify new opportunities to use educational technology in learning experiences of all kinds.

- Acadia will continue to provide laptop computers to all students and members of the faculty, ensure easy access to the campus network, and **seek innovative ways to link leading-edge technology with teaching, learning, research, and communication.**
- The University will adapt and change its **technology strategies** to fit emerging needs, contexts, challenges, and opportunities.
  - Each sector will establish yearly IT priorities based on sector needs that are aligned with institutional priorities as determined by the President's Advisory Council.
- Acadia will continue to **integrate, invest in, and support its information technology systems** to enhance both academic and administrative activities.
  - Acadia will establish institutional administrative leadership for its technology support services.
- Acadia will provide a technologically-rich framework for **distance education** programmes.
- To the best of its ability, the University will protect the **integrity, continuity, and privacy** of stored data and information technology on campus.
- The University community will continue to support the development of **educational research relating to the impact and influence of technology.**

## Accountability

Acadia University recognizes the accountability of its various constituents to the public, the Board of Governors, and the University community. The University will maintain transparency through regular reporting on all of its central activities.

- To sustain transparency, Acadia will continue “Open Books” presentations on topics of interest to the University community.
- The University community will continue to be a responsible **steward of all its resources.**

In support of this strategy, Acadia will:

- Update and continually monitor overall food service standards, including student dining, catering and retail.
- Determine appropriate residence inventory for Acadia's desired enrolment and student complement.

- Ensure that all programmes have clearly stated and measurable outcomes.
  - Continually document and promote the success of graduates.
  - Enhance the institutional “report card” to track key indicators of performance relative to the strategic plan.
  - Identify and assess measures of the quality of programs and services.
  - Through Human Resources, coordinate and strengthen professional development.
  - Promote stronger collaboration with alumni to support development and enrolment.
- Acadia will **identify, gather, and allocate resources effectively** in support of its mission and consistent with the priorities of this strategic plan through its **development and fund-raising** efforts, consistent and effective advocacy for public funds, and the careful creation of responsible and realistic short- and long-term operational and capital budgets.

In support of this strategy, Acadia will:

- Provide high quality ancillary services, facilities and events to enhance learning, the student experience, and community relationships, while contributing positively to Acadia’s financial position.
  - Develop a five-year operational budget forecast and a five-year Capital Expenditures Plan.
  - Meet the goals of the “Tides are Turning” Capital Campaign
- The University will ensure that **internal structures, processes, areas of responsibility, and levels of accountability** are clearly defined, documented, and understood.

To implement this strategy, Acadia will:

- Support the effective implementation of technology strategies and practices by developing one-, two-, and five-year plans that clearly identify responsibilities, budgets, and future investments.
  - Continue to identify areas of risk and apply sound principles of risk management.
- Within its commitment to accountability, the University will ensure that its **budget development and financial management processes** are consistent with its vision at the overall institutional level and within each sector, department, and unit.

The University community will provide **annual updates** on the progress of the Strategic Plan, including accomplishments and modifications.