Brock University Student Services Strategic Plan

Mission

As Student Services professionals, we support and promote the present and future well-being of students. We enhance student development and success through innovative programs, services and partnerships. We help to create a community that is accessible to all, one where diversity is celebrated and good citizenship is valued.

Vision

We strive to ensure student success by providing services and programs that are integral to the academic mission of the University and by utilizing and developing our expertise as Student Service professionals. We aim to contribute to a superior quality of student life and an outstanding learning experience for all students.

Guiding Principles and Values

1. We support and encourage students as active participants in their learning.
2. We value learning that occurs both inside and outside the classroom.
3. We respect the individuality and dignity of each person.
4. We uphold academic integrity, ethical conduct and freedom of expression.
5. We engage students in decision-making.
6. We recognize and celebrate student achievements.
7. We encourage volunteerism, community involvement and global citizenship.
8. We promote diversity and inclusiveness.
9. We strive to make the University accessible by being proactive in the design and delivery of programs and services.
10. We prepare students to be self-advocates and challenge them to reach their potential.
11. We create an environment that is conducive to academic, social, cultural, personal and spiritual development.
12. We support the physical, psychological, and emotional well-being of students.
13. We demonstrate responsiveness to change.
14. We build and maintain productive relationships with others who share a commitment to the achievement of the University’s vision and goals.
15. We foster partnerships that enhance student engagement.
16. We listen, respond and collaborate.
17. We continually learn and improve on what we do.
Goals

Enrolment and Retention
Access and Diversity
Advocacy, Responsibility and Engagement
Academic, Career and Life Planning
Community and Citizenship
Internationalization
Teamwork, Collaboration and Professional Development

Enrolment and Retention:

1. Advance the University as a comprehensive institution through enrolment management, marketing, an enhanced web presence and the provision of facilities and services.
2. Collaborate to ensure the desired institutional mix of undergraduate, graduate, domestic and international students.
3. Recruit students with strong academic potential on a provincial, national and international level.
4. Facilitate access to education by providing adequate financial support.
5. Develop outreach strategies for under-represented students including Aboriginal students and students with disabilities.
6. Promote, coordinate and develop retention strategies that focus on student success.
7. Create mentorship opportunities for students and alumni.

Access and Diversity:

1. Provide seamless access and accommodation for students with disabilities.
2. Foster a culture of inclusiveness and support diversity through educational programming.
3. Encourage growth and diversity in attracting international students from all regions of the world.
4. Promote multi-faith respect and understanding.

Advocacy, Responsibility and Engagement:

1. Prepare students to be self-advocates and to be responsible for their own learning.
2. Expand experiential opportunities to develop personal, interpersonal and leadership skills.
3. Promote cultural, recreational, social and athletic opportunities to students.
4. Reach students at risk through innovative interventions.
5. Research and assess student engagement and satisfaction by using reports and survey results.
6. Continue to establish student event risk management policies and procedures.
7. Build a working relationship with BUSU, GSA and the Ombudsperson.

Academic, Career and Life Planning:

1. Engage students in meaningful co-curricular programs and activities that will enhance their learning and assist with transition to University.
2. Partner with faculties in offering academic support and career planning.
3. Further use technology and research to inform and enhance student service practices.
4. Diversify support services to include graduate students.
5. Highlight the value of undergraduate and graduate research.
6. Pursue internationalization and expand student mobility programs.
7. Support students and alumni in their transition from university and secure their ongoing commitment to Brock.
8. Celebrate and acknowledge the achievements of our students and alumni.

Community and Citizenship:

1. Create and sustain connections with the region of Niagara through community relations and partnerships.
2. Promote volunteerism in the community.
3. Explore opportunities for service learning.

Internationalization:

1. Work towards the Long Range Planning Recommendation that at least 10% of full-time undergraduate students participate in some form of international experience.
2. Achieve international enrolment targets for undergraduate (5% of FFTE) and graduate students (15% of FFTEs).
3. Support the development of an internationalization strategic plan for the institution.

Teamwork, Collaboration and Professional Development:

1. Involve all Student Services staff in strategic planning and make effective use of the Performance Review and Planning tool.
2. Involve all student services staff in professional development activities.
3. Ensure ongoing professional development for all directors/managers, as well as succession planning.
4. Communicate and collaborate amongst student services and with academic and administrative departments.
5. Initiate and support plans for a University Centre to integrate and consolidate services for students.
6. Celebrate and acknowledge the achievements of our staff.
## 1. Ensure Brock is a preferred place to work and study.

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<thead>
<tr>
<th>Strategic Objectives</th>
<th>Strategic Actions</th>
<th>Measures of Success</th>
<th>Timeline</th>
<th>Budget Implications</th>
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<tbody>
<tr>
<td>A. Continue to enhance the reputation of Brock University.</td>
<td>A1. Implement recommendations from market research that will enhance academic program and institutional reputation.</td>
<td>A1. Improved results in preferred institution, program reputation and institutional reputation in market research.</td>
<td>A1. Market research results available in December, 2013.</td>
<td>A. Market research costs – marketing and recruitment.</td>
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<tr>
<td>B1. Improve effectiveness and efficiency of our services, processes and policies with special attention to the Library, Information Technology Services, Student Services and Human Resources.</td>
<td>B1. Specific focus groups (led by cross-departmental Student Experience Task Force) – students to provide feedback with special attention to high impact areas including student health services, residences, off-campus housing, and financial aid.</td>
<td>B1&amp;2. Benchmark qualitative and quantitative data in comparison to peer institutions.</td>
<td>B1. Focus groups to be held in Oct. 2013.</td>
<td>B1. Neutral</td>
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<td>B4. tbd</td>
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### 2. Support Brock’s undergraduate student-centered focus while maintaining excellence in graduate education.

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| A. Attracting high-quality undergraduate and graduate students. | A1. Set intake targets to ensure higher admission averages in all faculties and increase admit averages. 
A2. Increase application and conversion activity with international, aboriginal and new immigrant students. | A1. Higher undergraduate admission averages and increased number of 90%+ students based on 2012 admissions report. 
A2. Increase in confirmations compared to 2011. | A. September 2012–September 2014 | A1. Limited increase in enrolment intake for 2012-13 compared to previous years. |
| B. Ensure that our curriculum and pedagogy are relevant and innovative thereby graduating alumni who are knowledgeable and engaged. | B1. Incorporate Medplus, Mentorship Plus and Academic Zone into academic programs. 
B2. Increase service-learning, experiential learning and international opportunities. | B1. Increase academic credits with relevant co-curricular content based on 2010-11 co-curricular inventory. 

### 3. Foster excellence in research, scholarship and creativity.

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4. **Serve the social, cultural and economic well-being of the University, as well as the local, national and global communities.**

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<td>A. Partner with the community to create initiatives that effect the real change, innovation and prosperity that benefit Niagara.</td>
<td>A1. Mobilize the network of student leaders within the Student Leadership &amp; Innovation Commons to generate and launch new student-driven initiatives for social change within the Niagara community. A2. Work with campus and community partners to facilitate increased student participation in community engagement opportunities. Explore ways to partner with Niagara College in support of such efforts.</td>
<td>A1. Number of participants, hours, opportunities and volunteers through reports generated in an enhanced Student Life database. A2. Increased participation of residence students and off-campus students compared to 2011.</td>
<td>A1. 2012-14 A2. 2012-14</td>
<td>A1. Database administration. A2. Neutral</td>
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5. **Encourage trans-disciplinary initiatives.**

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<tr>
<td>A1. Select and support new trans-discipline institutes to work with Directors to maximize their success.</td>
<td>Not applicable</td>
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### 6. Promote internationalization.

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<td>A2. Introduce a yearlong welcome and community integration campaign for ESL students, international students and visiting scholars.</td>
<td>A2. Feedback from ESL, international students and visiting scholars.</td>
<td>A2. April 2014</td>
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### 7. Practice accountability, fiscal responsibility and Stewardship.

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<td>A. To streamline and be efficient in the payment processes to and from the university for donors, community clients, vendors and faculty, staff and students.</td>
<td>A1. Implement a one-stop student service for transactions.</td>
<td>A2. Improved response time to inquiries.</td>
<td>2014</td>
<td>tbd</td>
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<td>A2. Pilot a Communications Centre for Finance and Financial Aid.</td>
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<td>2013</td>
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<td>B. To implement a new financial system that will improve the efficient and effective recording, on-line access, reporting and compliance of the University's financial transactions.</td>
<td>tbd</td>
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