

# **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 and alumni 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 intellectual, social, cultural, personal and spiritual development.**
- 12. We demonstrate institutional agility and a responsiveness to change.**
- 13. We build and maintain productive relationships with others who share a commitment to the achievement of the University's vision and goals.**
- 14. We foster partnerships that enhance student engagement.**
- 15. We listen, respond and collaborate.**
- 16. 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**

**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 services.**
- 2. 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. Coordinate 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.**

### **Advocacy, Responsibility and Engagement:**

- 1. Prepare students to be self-advocates and to be responsible for their own learning.**
- 2. Create experiential opportunities to develop personal, interpersonal and leadership skills.**
- 3. Reach students at risk through innovative interventions.**
- 4. Research and assess student engagement and satisfaction by using reports and survey results.**
- 5. Continue to establish student risk management policies and procedures.**

### **Academic, Career and Life Planning:**

- 1. Engage students in meaningful, co-curricular activities that will enhance their learning and assist with transition to University.**
- 2. Partner with faculties in offering academic support and career planning.**
- 3. Use technology and research to inform and enhance student service practices.**
- 4. Diversify support services to include graduate students.**
- 5. Design and deliver academic integrity initiatives.**
- 6. Highlight the value of undergraduate and graduate research.**
- 7. Pursue internationalization and expand student mobility programs.**
- 8. Provide leadership in establishing a learning commons and peer programs.**
- 9. Support students and alumni in their transition from university and secure their ongoing commitment to Brock.**
- 10. Celebrate and acknowledge the achievements of our students and alumni.**

### **Community and Citizenship:**

- 1. Create connections with the region of Niagara through community relations and partnerships.**
- 2. Promote volunteerism in the community.**
- 3. Use the media to enhance our institutional profile.**
- 4. Explore opportunities for service learning.**
- 5. Share our student service commitment to global citizenship.**

### **Teamwork, Collaboration and Professional Development:**

- 1. 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 with academic and administrative departments.**