

INNOVATIVE, SUSTAINABLE, INCLUSIVE EDUCATION



2023-2028 STRATEGIC PLAN

The FACULTY OF BUSINESS, COMMUNICATION STUDIES AND AVIATION Strategic Plan for 2023-2028 emphasizes innovation, excellence, and sustainability across its educational and operational practices.

The plan addresses strategic challenges by adapting curriculum to a rapidly evolving global landscape, incorporating digital technologies, and ensuring graduates' cultural competence and professional acumen. A focus on sustainability, inclusivity, and community engagement is central to the strategic vision and priorities.

The plan outlines the pathway for growth, leveraging faculty expertise and high impact teaching practices, while expanding program offerings and embracing technological and global educational advancements.

The Context

ABOUT MRU

Founded in 1910 and located in Calgary, Alberta, Canada, Mount Royal University grew into a vibrant college in the 1930s and became a mid-sized university in 2009. Today, Mount Royal offers 14 bachelor degrees and 38 majors, along with a wide range of diploma and certificate options. Our diverse community includes over 16,000 students and about 1,700 employees.

Mount Royal University is situated on an ancient and storied land steeped in ceremony and history that, until recently, was occupied exclusively by people indigenous to this place. With gratitude and reciprocity, Mount Royal acknowledges the relationships to the land and all beings, and the songs, stories and teachings of the Siksika Nation, the Piikani Nation, the Kanai Nation, the Îethka Stoney Nakoda Nation (consisting of the Chiniki, Bears paw and Goodstoney Nations), the people of the Tsuut'ina Nation, and the Métis.

As such, Mount Royal University is committed to advancing the success of Indigenous learners and respectfully supporting Indigenous cultural identities and integrity, leading to a good life in all its aspects. Mount Royal will challenge settler colonialism and systemic racism and discrimination by addressing the legacy of broken promises and rebuilding the relationships between Indigenous and non-Indigenous peoples. This includes those who now live at the confluence of the Elbow and Bow rivers, a place referred to by the Siksika Nation, the Piikani Nation and the Kanai Nation as Moh'kinstsis, by the Îethka Stoney Nakoda Nations as Wîcîspa, and by the Tsuut'ina Nation as Guts'ists'i. Mount Royal will meet these goals by committing to the Truth and Reconciliation Commission's Calls to Action and adopting and applying the principles of the United Nations Declaration on the Rights of Indigenous Peoples.

ABOUT THE FACULTY OF BUSINESS, COMMUNICATION STUDIES AND AVIATION (BCSA)

The Faculty of Business, Communication Studies and Aviation includes the Bissett School of Business, the School of Communication Studies, and an Aviation program with a Flight School. We offer three undergraduate degrees including a Bachelor of Business Administration (BBA), a Bachelor of Communication (BComm) and a Bachelor of Aviation Management (BAM), in addition to a Diploma in Aviation. The BBA has seven majors: General Management, Human Resources, Accounting, Finance, International Business, Supply Chain Management, and Marketing. We have 14 minors and six concentrations in areas such as Social Innovation, Data Analytics and Indigenous Business and Economic Development. We also offer post-graduate certificates in Advanced Accounting, Human Resources and Marketing. The School of Communication Studies has four majors: Journalism and Digital Media, Broadcast Media Studies, Information Design and Public Relations, as well as a minor in Speech. We have more than 80 full-time faculty and staff in addition to approximately 160 contract instructors. There are currently 2,919 students in the BBA, 737 in the BComm, 50 in BAM, 120 in Aviation Diploma and 73 in our certificate programs for a total of 3,899 students.

ABOUT STRATEGIC PLANNING

Strategic planning in the Faculty of Business, Communication Studies and Aviation takes place within a broader institutional planning framework that includes University level strategic directions, an academic plan, and a research and scholarship plan, as well as divisional planning, which includes the BCSA strategic plan described in this document.

Connect. Inspire. Transform.



VISION

Our community of leaders and changemakers contribute to a sustainable future



MISSION

We embed responsible social, economic and environmental leadership in our learning communities



VALUES

The values of curiosity, creativity, equity and integrity are fundamental to our vision and mission

CONNECT

Community connection is a BCSA superpower. It is manifested in our 9 industry partnership councils who engage with us to share their wisdom about practice, support outstanding experiential learning opportunities for our students, and champion our programs locally, nationally and globally. It is embedded in research focused on community engaged scholarship with practical impact. It is inherent in our collaborative and respectful working and learning environment, and evident in our inclusive decision-making, open communication, and mutual support.

INSPIRE

BCSA inspires curiosity, creativity and transformational learning. This underpins delivery of an exceptionally high-quality education. We are committed to small class sizes with hands-on experiential learning. Our focus on pedagogical practices informed by the scholarship of teaching and learning support faculty to find innovative ways to educate our students. Integration of liberal education requirements in all of our degrees provide students opportunities to explore new ideas and engage in well-informed, creative problem solving.

TRANSFORM

BCSA is committed to positive societal transformation locally and globally. Sustainability thinking is integrated into our educational programs and institutional practices. Our students are prepared to be leaders and changemakers in a world where a sustainability mindset is increasingly necessary to solve social, environmental and economic challenges. We encourage and support research that seeks to understand how we can increase responsible, ethical and sustainable practices. We put this into practice by operating transparently and ethically, within a culture of responsibility and integrity.

3-Year Roadmap

Incorporating a 3-year roadmap into a 5-year strategic plan can help to break down the broad, long-term objectives of the 5-year plan into more achievable short-term goals. This approach can facilitate milestone setting and the achievement of early wins, which is crucial for maintaining momentum and engagement. It can also enhance adaptability, enabling an organization to respond to changing circumstances and refine its strategies based on the outcomes of the initial years. Furthermore, the roadmap can assist in effective resource allocation and prioritization, ensuring that critical development areas are addressed first. A 3-year roadmap also serves as a tool for performance evaluation and necessary adjustments, ensuring alignment with evolving needs. Lastly, it lays a solid foundation for the more ambitious goals set for the latter part of the 5-year plan, leveraging early achievements to drive significant future changes and innovations.

STRATEGIC THEME	2024	2025	2026
1 Educational Excellence and Development	<ul style="list-style-type: none"> Initiate curriculum review, experiential learning mapping, and delivery method analysis. 	<ul style="list-style-type: none"> Develop curriculum and identify experiential learning opportunities to fill gaps. Pilot flexible delivery options. 	<ul style="list-style-type: none"> Evaluate and adjust new curricula Implement new experiential learning opportunities and delivery methods (i.e. expanded online, block week and blended learning options).
2 Global Awareness and Cultural Inclusivity	<ul style="list-style-type: none"> Map curriculum and experiential learning to identify gaps in Indigenous and intercultural knowledge. Faculty development in Indigenous history & perspectives. Identify existing international partnerships for targeted expansion. 	<ul style="list-style-type: none"> Develop curriculum and experiential learning opportunities to increase intercultural and Indigenous awareness. Develop opportunities for faculty relationship development and knowledge exchanges with Indigenous communities. 	<ul style="list-style-type: none"> Strengthen global learning programs Increase intercultural content in courses.

STRATEGIC THEME	2024	2025	2026
<h3 data-bbox="154 443 402 562">3 Strategic Growth</h3>	<ul data-bbox="467 205 812 840" style="list-style-type: none"> • Develop recruitment strategies for diverse faculty and student enrolment • Assess belonging and collegiality in BCSA • Take advantage of targeted enrolment expansion calls from the province to support growth in high demand majors • Work with University Advancement to identify other naming and funding opportunities. • Gather data to understand enrolment challenges in specific programs. 	<ul data-bbox="833 205 1136 583" style="list-style-type: none"> • Execute targeted recruitment campaigns • Develop strategies to address gaps in belonging and collegiality. • Develop a funding campaign and plan to improve enrolments in under enrolled programs. 	<ul data-bbox="1153 205 1466 384" style="list-style-type: none"> • Assess enrolment growth strategies • Improve support for a diverse faculty and student body.
<h3 data-bbox="154 1115 430 1270">4 Research Enhancement and Community Connection</h3>	<ul data-bbox="467 894 812 1497" style="list-style-type: none"> • Create opportunities for faculty/community engagement and celebration of scholarly accomplishments. • Develop financial supports for collaborative and/or sustainability-focused research projects. • Develop supports for student engagement in research. • Develop mentorship program for new faculty. • Begin data collection for impact assessment. 	<ul data-bbox="833 894 1128 1455" style="list-style-type: none"> • Evaluate impact of engagement initiatives and revise as needed. • Implement financial supports and student research supports. • Implement mentorship program. • Analyze impact assessment data and develop marketing campaign. 	<ul data-bbox="1153 894 1490 1402" style="list-style-type: none"> • Assess brand/scholarship recognition for BCSA internally (students, faculty, staff within BCSA and in other faculties/departments), and externally (employers, prospective students, parents). • Evaluate the effectiveness of supports for sustainability-related scholarship and community-based research projects.



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**MOUNT
ROYAL
UNIVERSITY**