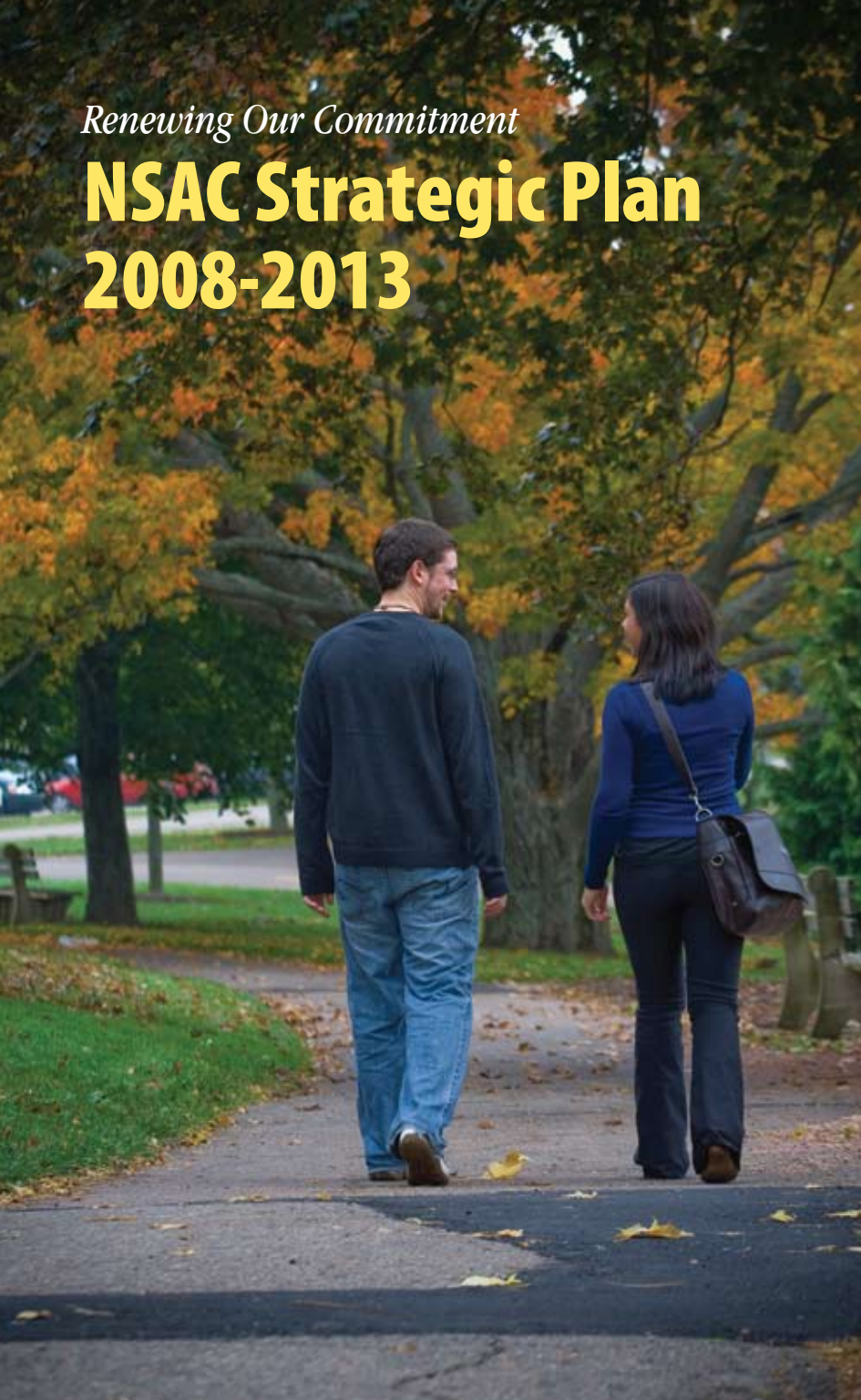


Renewing Our Commitment

NSAC Strategic Plan 2008-2013



**Nova Scotia
Agricultural
College**

NSAC. Embrace Your World.

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Dear Colleagues:

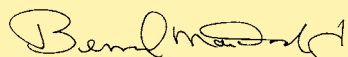
We are pleased to present our new strategic plan, *Renewing Our Commitment*. It is the result of an intensive consultation process over the past 18 months, both on campus and in the wider community. Both NSAC and the Nova Scotia Department of Agriculture have endorsed the plan, which over the coming years will inform our direction, judgement and decisions as we respond to the rapidly changing environments and develop our future initiatives.

The plan articulates our vision for the future and our goals in five strategic areas: Academic and Research Excellence; Enrollment and Student Engagement; Valuing Our Students, Faculty, Staff and Alumni; Commitment to Our Community and Our Partners; and Advancing Our Institution. For each of our five goals we have formulated a series of specific objectives, together with concrete actions. This structure will enable us to monitor our progress in implementing the vision of the plan.

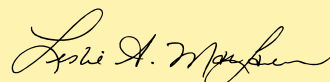
We are proud of the participation of the NSAC community through this process and of the progress already reported on a number of key initiatives. Each goal is linked to a set of key performance indicators that will help the senior management team monitor our success in implementation. We will also be establishing an annual reporting and review cycle.

It is our pleasure to share this strategic plan with the NSAC community, the government and our external stakeholders, whose support and input is critical to our continued success. We look forward to working together in the years ahead on the important initiatives outlined in this plan.

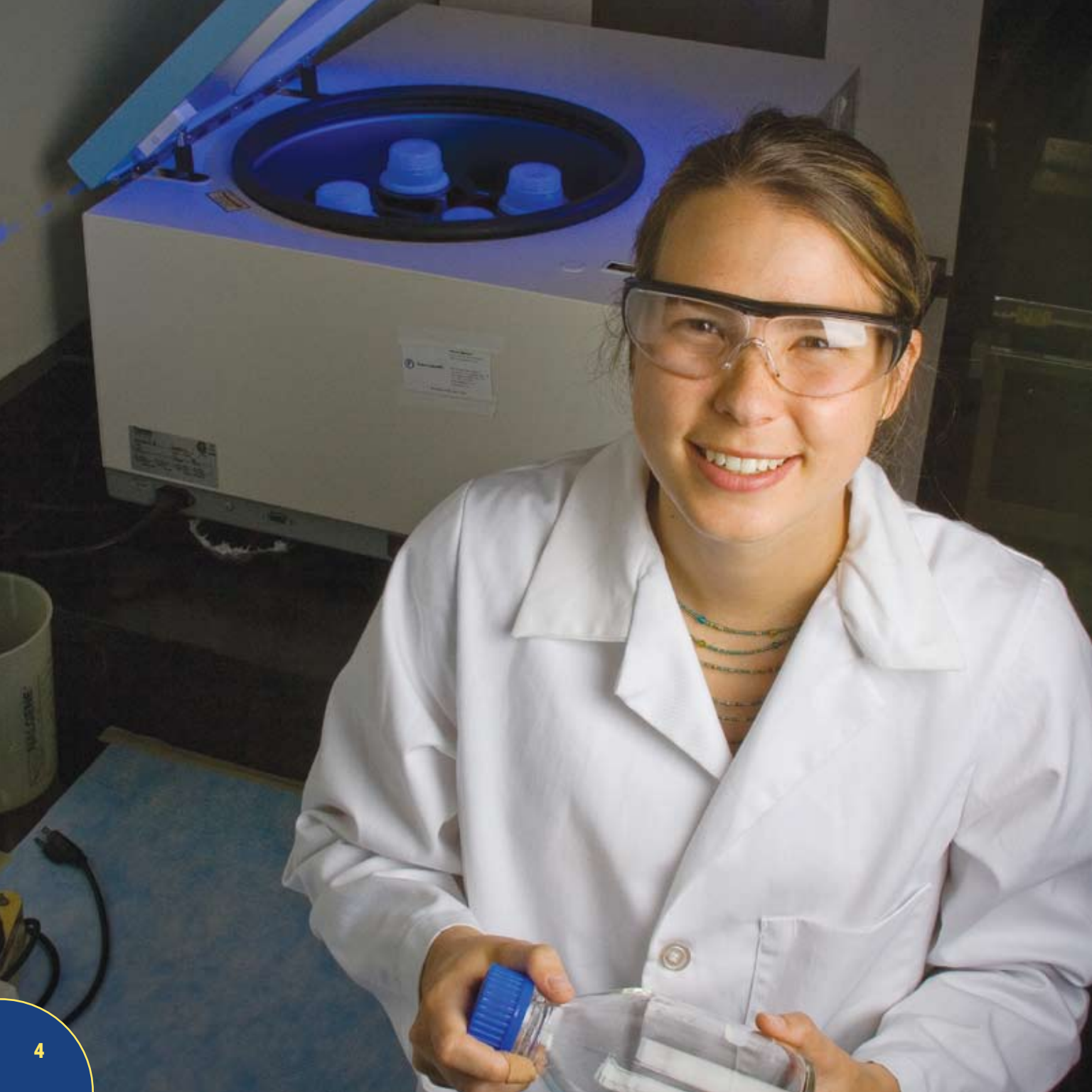
Yours sincerely,



Dr. Bernie MacDonald
Co-President, Vice President
Administration



Dr. Leslie MacLaren
Co-President, Vice President
Academic



Introduction

Since its inception in 1905, NSAC has been providing high quality education in agriculture and its related disciplines. Over time, NSAC has evolved into a specialized university that provides a range of technical, undergraduate and graduate programs to meet the changing needs of our stakeholder communities in Atlantic Canada and around the world. As one of the region's leading research institutions, NSAC works in collaboration with industry partners to provide knowledge, innovative solutions and opportunities through both fundamental and applied research.

The recent past

The 2002-2007 NSAC strategic plan, *Looking Outward-Embracing Change*, was developed through an open and inclusive process that welcomed input from multiple stakeholders. The plan spanned the breadth of campus operations and provided guidance essential to NSAC's development in ten strategic areas. Significant progress has been made over the past five years towards implementing this plan, including progress in the following key areas:

- Improvements in the NSAC undergraduate and graduate student experience through the implementation of systematic program reviews, student satisfaction assessments and focus group consultations.
- The development of a culture of integrated enrollment planning and management, which has greatly facilitated key achievements in recruitment and marketing.
- An increased commitment to, and excellence in, research and knowledge transfer at the regional, national and international levels.
- The creation of a foundation for a new governance model.
- Enhanced institutional capacity and support for advancement initiatives.
- A strengthened commitment to internationalization, resulting in the establishment of new partnerships around the globe, increased numbers of international students and increased NSAC faculty, staff and student engagement in internationalization efforts.

The 2002-2007 plan allowed us to set shared institutional goals, align and prioritize our resources and address emerging challenges in agriculture and university education. In recognition of the need to continue this process and to move forward in meeting the changing needs of our stakeholders, our 2008-2013 strategic plan is entitled *Renewing Our Commitment*. It focuses on five key dimensions of our institution, while ensuring the required flexibility for implementation, monitoring and evaluation.



The changing environment

The challenges affecting the agriculture sector and rural communities are central to NSAC's planning activities. In renewing our strategic directions for 2008-2013, it is apparent that new and emerging opportunities in agriculture will also be key in shaping the future of NSAC. The intense environmental challenges facing both rural and urban communities, a growing importance of social responsibility and consumer preference, an increased demand for a new range of agricultural products, and opportunities for new models of value chains and partnerships are all helping to shape an emerging, knowledge-based bio-economy that will have the potential to support renewed prosperity and long-term sustainability in agriculture and rural communities. NSAC will be a key contributor to this emerging economy, providing knowledge and programs to support agriculture and rural communities as they position themselves to play a leading role in the development and future directions of the knowledge-based bio-economy.

Renewing our commitment

As the Atlantic region's agricultural teaching and research institution, we consider it a privilege to help address the challenges of supporting agriculture and rural communities by providing relevant educational and research programs to meet their needs. For this reason, the first strategic commitment in our 2008 - 2013 plan – Fostering Academic and Research Excellence – is to the renewal, development and delivery of responsive, relevant and high quality programs that will fulfill emerging stakeholder needs and will attract new entrants into our programs, our industries and our communities. Our stakeholders have overwhelmingly indicated that this is where we can have the most impact, and we have responded to their input by providing the institutional framework to support renewal and progress in our academic and research programs.

However, NSAC recognizes that high quality and responsive programs alone will not be sufficient for continued institutional success and long-term sustainability. Our student enrollment base, our resources and our institutional infrastructure must adequately support our programs and ensure they are delivered efficiently and in a way that supports academic excellence. Our other four strategic priorities – Enrollment and Student Engagement; Valuing Our Students, Faculty, Staff and Alumni; Commitment to Our Community and Our Partners and Advancing Our Institution – therefore support our renewal goal by providing the institutional framework for growth in our enrollment bases, our resources, our partnerships and the health and sustainability of NSAC.



We are aware of the significant trends that will shape the post-secondary environment in the future decades: the global, knowledge-based economy, enrollment challenges, competition for staff and faculty, the changing profile of public funding for post-secondary education and a trend towards increased differentiation among universities. However, we are confident that the framework outlined in *Renewing Our Commitment* will allow us to adapt to these trends and to advance our pursuit of excellence in the context of a shared institutional vision.

We recognize that maintaining our overall enrollment at current levels will be a major achievement in a future of demographic change and increasingly competitive recruitment environments. Over the next five years, however, NSAC will attempt to attract a more diverse student population through renewed and vibrant programs while continuing to enhance our traditional Atlantic Canadian enrollment. This priority will be aligned with a necessary commitment to our students, faculty, staff and alumni, to continued efforts to provide full accountability to our stakeholders, to increased institutional efficiencies and to pursue the development of a governance model that will provide the institutional flexibility necessary for us to pursue our goals.

The 2008-2013 plan is our renewed commitment to the NSAC community and to the full realization of our vital role in creating and transferring knowledge for agriculture and rural communities. We consider it a priority to address our efforts to the tasks outlined in the 2008 - 2013 strategic plan and we would like to thank all those who contributed to its development and finalization.

Mission

NSAC is a specialized university providing technical, undergraduate and graduate education in agriculture and its related life and social science disciplines. Our high quality research and scholarship generates knowledge and solutions for healthy, sustainable societies. Our diverse teaching, outreach and international activities help train future leaders for rural industries and communities in Atlantic Canada and around the world.

Vision

NSAC is recognized for excellence in learning that builds leaders, for innovations that sustain communities and for the creation of opportunities that shape global agriculture.



Commitments

NSAC students, faculty and staff share common values that shape our unique culture and define our vision. Our accomplishments reflect the highest standards of performance and excellence and an institutional philosophy that balances academic freedom and individual rights with the responsibilities of accountability and personal and professional integrity. Our values are most evident in the efforts of our students, faculty and staff and in our commitment to the environment and to agriculture and rural communities:

- **Agriculture:** NSAC's primary commitment is to supporting a sustainable agriculture and food industry through relevant education, training and knowledge creation and transfer programs. We recognize agriculture as a highly responsive and exciting industry extending from soil to shelf, providing healthy food, fibre and fuels for the benefit of all society. It is the foundation of rural communities and we consider food security, responsible stewardship and increased industry diversity among its highest priorities. Over the next five years, we will continue to identify the ecological goods and services provided through agriculture and related rural industries and to lead innovation and knowledge transfer within the emerging bio-economy that is agriculture today.
- **Contribution:** NSAC students, faculty, staff and alumni value the opportunity to make meaningful contributions and recognize our primary individual and institutional responsibility is to the advancement of knowledge. Our students, faculty, staff and alumni bring perspective and specialized expertise to problems and opportunities around the world.
- **The Environment:** NSAC conducts all its research and education in light of the urgent environmental challenges of climate change, resource use, increased pollution and biodiversity decline. Our students, faculty and staff are committed to promoting a sustainable human and environmental future.
- **Individuals:** NSAC recognizes that its success is due to the combined efforts of its students, faculty, staff and alumni who pursue their work with creativity, intellectual rigour and professional competence. We support the efforts of each individual with a challenging and motivating learning and working environment and an ethic of fairness, openness and respect.
- **Partnership:** NSAC partners with industry groups, government agencies, community groups and other institutions in Canada and around the world. We operate responsibly in all of our partnerships and bring to those partnerships an institutional and individual commitment to equity, integrity and collaborative achievement.



Planning Context

Throughout this planning process it was clear that there are important challenges to higher education institutions in the Atlantic region, as well as important changes impacting agriculture, rural communities and our broader society. These will define the nature and scope of the changes needed in our academic and research programs. NSAC considers it a privilege to be able address these challenges on behalf of our stakeholders and to contribute to the change process. The 2008 - 2013 strategic plan is therefore the result of a critical analysis of the following trends and issues and of their impact on our institutional priorities:

High quality research and education programs will provide the knowledge needed for change and the mechanisms necessary to ensure this change benefits our stakeholders and communities.

Scientific and business innovation and new models of social responsibility will be the primary mechanisms through which agriculture and rural communities are able to lead and effect positive change. This will require high quality research that generates advanced knowledge and new technologies, and academic, community outreach and technology transfer programs that enable stakeholders to evaluate and use the knowledge and technologies generated through research.

NSAC continues to operate in a competitive university recruitment environment. Also, student needs and expectations are changing dramatically and our academic programs will be successful only if they are sensitive to and able to accommodate these changing needs and expectations.

The next few years will see declining university enrollment pools and an increasingly competitive recruitment environment. It is therefore critical that our strategic plan be guided by our enrollment management plan, which sets clearly defined objectives for the size and make-up of our student body in the years to come. Also, NSAC must be increasingly student-focussed if it is to compete in this new recruitment environment. Our students recognize that success in a knowledge-based economy will depend on personal and academic achievement and a commitment to lifelong learning. They are responsive to new ways of learning and their life experiences both facilitate and demand the advantages of customized learning and flexible delivery. They expect - and succeed best - in programs and learning environments that challenge them to realize their potential and to contribute to the world in which they live.



Agriculture will change dramatically over the next decade. This change will be driven by factors and trends in the larger society, but also by agriculture's potential to meet critical needs for society and its ability to provide the leadership required for change.

Agriculture is in a new era in which its shape and nature will be redefined and the production base on which it is founded expanded and adapted in response to developments at the regional, national and international levels. The industry is positioning itself to be the leader in these changes and in the development of knowledge and innovation-based solutions that support opportunities across the entire food and bio-resource spectrums.

Economic success in agriculture and rural communities will depend on their ability to address demographic challenges through increased diversity and international mobility.

Agriculture has the potential to provide the economic base for a bio-economy that will grow viable rural communities and help reverse current trends in rural population decline. To do this it will need to attract qualified people from around the world and to ensure the diversity of training, perspective, intellectual capacity and entrepreneurial confidence needed for vigorous economic growth.

The new bio-economy and the new rural communities will need large numbers of graduates from responsive and relevant programs.

Future rural, urban and urban-interface economies will all offer enormous potential for graduates with a sound knowledge and experience in science and bio-resource management. The new bio-economy and the rural communities it will be based in will also require highly skilled graduates who can lead and effect positive change. Our programs must reflect the scope, direction and nature of this economy and they must also graduate sufficient numbers of students to meet its needs. This will require changes in individual courses, in the form and shape of our programs, in our institutional frameworks for program development and in the entire suite of activities that attract and support our students.





Areas of Focus for 2008 - 2013

NSAC's rural and urban communities face a number of interconnected challenges and opportunities that will influence their ability to develop economically, socially and environmentally sustainable futures. Stakeholder consultations have overwhelmingly indicated that our partner communities - whether local, regional or international - have turned their attention to the common concerns of balancing economic and community development with environmental and ecological goals, of understanding and strengthening the links between agriculture, food and human health, and of the potential for bio-resource development to provide innovative solutions in each of these areas.

As a part of these communities NSAC recognizes the urgent need to address these issues and we see our strong foundation in agriculture as allowing us to address them in unique ways. We have identified environmental sustainability, rural growth, and bio-resource innovation as specific areas where NSAC students, faculty and staff can make valuable and lasting contributions. Over the next five years we will revitalize our programs and our campus to ensure they can concentrate their efforts in these areas and respond effectively to the needs of our local, regional and international stakeholders.

Our contributions in each of these key areas of focus will include:

Environmental Sustainability:

- Specialized expertise, research and teaching programs that respond to the immediate challenges of climate change, energy utilization and management, pollution mitigation, resource conservation, and to the demand for enhanced ecological services.
- Practices that help our partner industries and communities address current and emerging environmental challenges.
- Partnerships with industry and community to provide solutions for the environmental challenges faced by our broader societies.
- A new approach to environmental issues and environmental leaders for a sustainable future.

Our contributions (continued)



Rural Growth:

- Research and teaching programs that provide the intellectual capital necessary to grow a viable and environmentally sustainable rural economy.
- Practices and systems that add value and create new models for partnership across the entire spectrum of agricultural products and services - from primary production to value-added product development, marketing and sales.
- Practices and systems that ensure value-added production and new partnership models foster sustainable growth in our rural communities while forging new and lasting linkages with our urban and urban-interface communities.
- Research and teaching programs that enhance the potential for our horticultural and landscape industries to foster growth in rural, urban and urban-interface communities.
- Research and teaching programs to help rural communities respond to demographic challenges and population decline.
- Research and teaching programs that address the unique health issues of rural communities.

Bio-resource Innovation:

- A research and innovation climate that is responsive to industry developments and global trends.
- New products, processes and technologies that add value to primary resource materials and to the rural economy.
- New products, processes and technologies that provide solutions to environmental problems.
- New food and nutritional products and resources to support the health of Canadians.
- Incubation opportunities for viable start up firms.
- Highly-skilled and educated graduates to lead continued innovation and growth in agriculture and rural industries and in related life sciences fields.

Priority: Fostering Academic and Research Excellence

As an agricultural education institution we recognize that our first obligation is to producing sufficient numbers of qualified graduates to meet the needs of our industries and our rural communities, and that our full value as an institution ultimately depends on our ability to deliver programs that are successful in attracting students and preparing them for meaningful careers. Recently, several new programs have been developed to respond to emerging directions and to expand our enrollment potential but we recognize that further changes will still be necessary for continued program and institutional success. Therefore, over the next five years we will be focussing on a process of academic program renewal to ensure we continue to develop and deliver programs that attract diverse and high calibre students and that serve the needs of our industries and stakeholders.

Research at NSAC is central to our role in providing new and relevant knowledge that will create opportunities for our stakeholders. Over the next five years we will work to ensure our research programs continue to grow and reflect the changing face of agriculture as well as the evolving needs of rural communities. We also recognize our important role in supporting knowledge transfer, and will look to new models of sharing our knowledge with our stakeholders.

NSAC's international work is essential to the education of our students, to the professional development of our faculty and staff, and to the fulfilment of our responsibilities in the global community. We will continue to encourage efforts by NSAC instructors to ensure the knowledge and perspective gained through international work is fully integrated into our academic programs and that our students have the opportunity to experience the vast diversity of agriculture and communities around the world.





Priority: Fostering Academic and Research Excellence

Strategic Goal #1:

To continue to develop and offer academic and research programs that are of the highest quality, that meet the evolving needs of agriculture, rural communities and society, that respond to student needs, and that are nationally renowned and competitive in the recruitment and retention of students, faculty, staff and researchers.

Objectives:

- Promote ongoing renewal of programs in response to student and market needs, and implement recommendations from the academic planning and other review processes.
- Review, and if necessary revise, NSAC's academic governance structures to ensure we can respond rapidly to changing program needs while maintaining academic quality and ensuring a responsible allocation of academic resources.
- Develop post-baccalaureate programs to address industry needs and to facilitate access by a range of traditional and non-traditional student groups.
- Develop methods and strategies to internationalize the curriculum and encourage their use by NSAC instructors.
- Support selected educational, research and enrollment goals through the development of collaborative linkages and/or programs with other institutions.
- Implement a coordinated approach to facilitate improvements in teaching and learning and to encourage the use of new educational technologies.
- Strengthen the capacity and accessibility of NSAC's library resources by implementing relevant recommendations from the NSAC Library Review.
- Develop a research strategy that further defines NSAC's role in knowledge creation and transfer in relation to other regional, national and international research institutions.
- Continue to develop and support opportunities for new faculty at NSAC so that they can become active in research activity.
- Review our research and academic support services to ensure a high level of efficiency and accountability within a structure that maximizes the ability of faculty to focus on academic pursuits.
- Implement an integrated communication strategy to ensure our research accomplishments, collaborations and capacities are effectively promoted.





Key Indicators

Quality and achievement in our academic and research programs will be determined through reviews that monitor and assess the following:

- Program enrollments
- Compliance with accreditation requirements
- Stakeholder input for individual programs and overall program mix
- Library holdings, subscriptions and user access
- Indicators of internationalization, including student mobility numbers and faculty participation in international activities
- The use of new teaching methods and educational technologies
- Faculty recruitment and retention rates
- Research and publication performance and intensity compared to peer institutions

Priority: Enrollment and Student Engagement

Over the past few years NSAC's high-quality programs have continued to attract students despite declining rural populations and declining enrollments at other institutions. However, we recognize the challenges posed by current demographic trends and understand that if our academic programs are to remain viable they must be supported by an institutional commitment to maintaining optimal program enrollments. Therefore, over the next five years we will continue our integrated enrollment planning and management process and ensure that the entire NSAC campus is engaged in this process. Focussing on evidence-based analysis and prioritized recruitment and marketing, we will expand our efforts to attract new and diverse groups of students while continuing our efforts to recruit students from our traditional enrollment base.

As we continue our efforts to grow our enrollments the success of our students remains a priority and we are committed to ensuring that the individual student experience at NSAC is second to none. As our academic programs evolve to meet the needs of a changing world, our student support services will also evolve to meet the needs of a changing student population with diverse needs and diverse expectations of personal, academic and career success. We will enhance the living and learning environment in which our students realize their potential by creating programs, services, and opportunities that parallel our exceptional academic experience and encourage a full and rewarding engagement with faculty, staff and community.



Priority: Enrollment and Student Engagement

Strategic Goal #2:

To attract, enroll and retain exceptional students in increasing numbers and to support them in reaching their highest potential.

Objectives:

- Engage the entire NSAC community in the recruitment and enrollment of students with the enthusiasm and potential to succeed in their academic program.
- Provide individual departments, units and programs with evidence-based information and analysis that can be used to identify and attract students into specific programs.
- Prioritize recruitment and marketing activities to target new student markets.
- Develop and implement a retention strategy that addresses program issues and student needs.
- Develop and implement a graduate enrollment plan.
- Conduct a comprehensive review of the services and support available to our students, identify gaps in existing services and support, and develop an integrated strategy to improve services and support so they better respond to student needs and improve student success rates.
- Expand and support opportunities for students, faculty and staff to participate in campus activities and to interact outside the classroom.
- Foster student participation in activities and programs that support academic performance, encourage a broad learning experience, strengthen leadership skills and advance their career goals.
- Coordinate facilities planning and operations management with recruitment, retention and student success initiatives so that NSAC can better address the changing needs of our students and our campus.



Key Indicators

The success of our enrollment and student engagement efforts will be determined through the careful monitoring of key indicators of student satisfaction and student success:

- Enrollment numbers
- Student performance
- Student retention and graduation rates
- Quality of services, programs and facilities available to students



Priority: Valuing Students, Faculty, Staff and Alumni

NSAC's success is manifested in a community of students, faculty, staff and alumni that extends around the globe. The NSAC experience is centred in the dynamic campus environment created by our students, faculty and staff and extended through the dedication and participation of our alumni who, through their support of our students and programs, ensure the NSAC experience lasts a lifetime. We remain fully committed to supporting the vibrant community created by these individuals and over the next five years will engage their enthusiasm and experience in strengthening the activities and programs that define and shape our community.

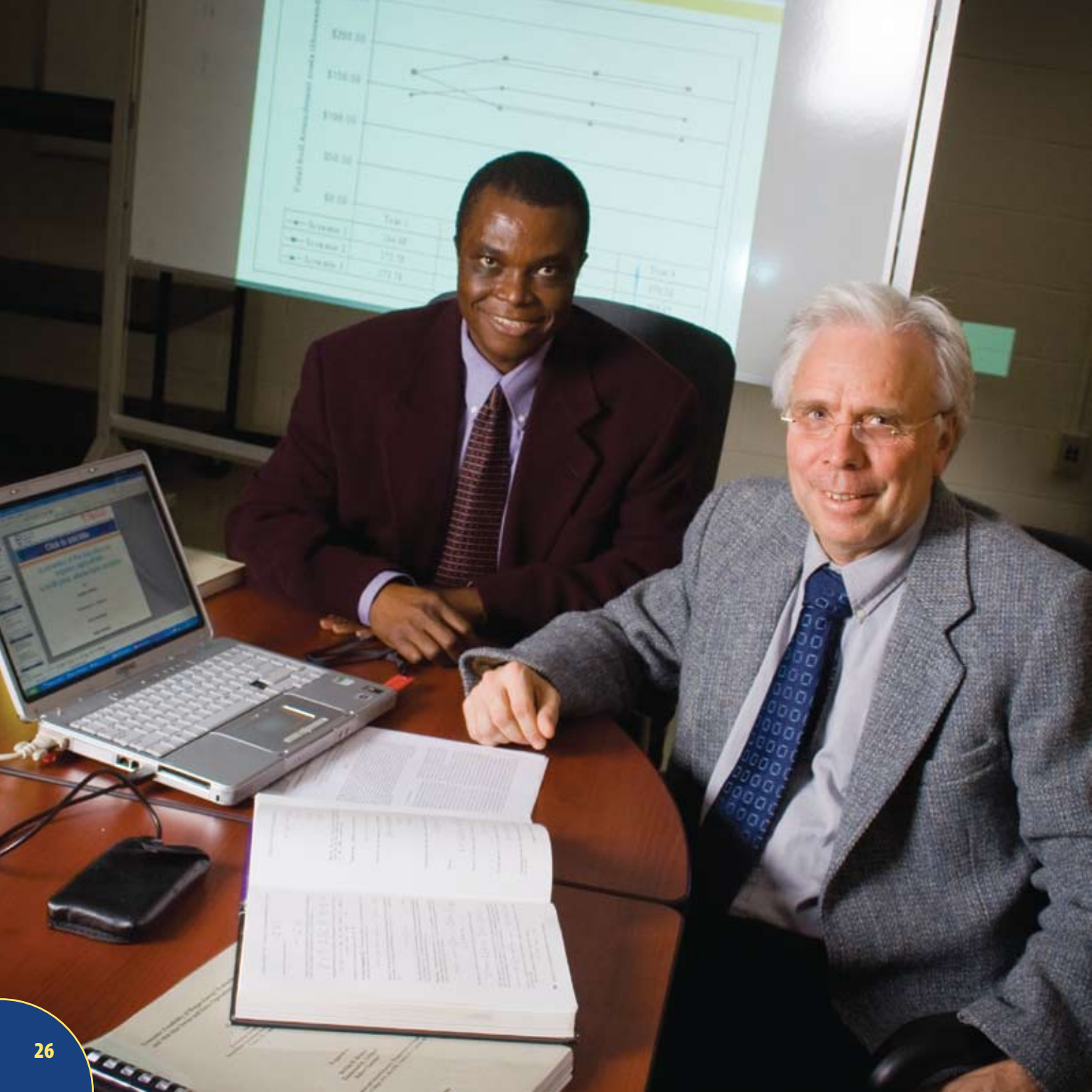
Especially critical to the NSAC educational experience are the high standards and professionalism of our faculty and staff, who bring to NSAC their unique expertise and values and who address these to ensure their work is relevant, accessible and pursued with world-class excellence. We will continue to support their efforts by providing a working environment in which they can further enhance their expertise and professionalism and keep pace with advances in the development and delivery of high-quality programs.

Strategic Goal #3:

To further strengthen the strong sense of community and the high standards of excellence generated by NSAC's students, faculty, staff and alumni.

Objectives:

- Foster high levels of engagement and participation in NSAC programs.
- Foster enhanced alumni support of our students and programs by more effectively engaging them as stakeholders, volunteers, mentors and employers.
- Develop a strategy to more effectively promote the accomplishments of our students, faculty, staff and alumni.
- Promote and support professional evaluation, growth and development opportunities for faculty and staff.
- Develop an orientation program for new faculty and staff to ensure they are provided with relevant information and support during the early stages of their NSAC career.
- Provide opportunities that encourage NSAC faculty and staff to lead healthy and active lifestyles.



Key Indicators

The success of our commitment to our students, faculty, staff and alumni will be determined by the quality of, and participation in, campus activities and programs, and by the recognition and promotion of their success:

- Quality of campus activities and programs
- Alumni participation at NSAC events
- Alumni engagement as volunteers, mentors and employers
- Availability, uptake and quality of professional evaluation and development opportunities
- Frequency and quality of NSAC success stories in the media

Priority: Commitment to Our Community and Our Partners

Central to NSAC's mission is its commitment to providing responsive leadership in key areas of specialization that support agriculture and rural communities. This leadership is based on a culture of respect and collaboration that fosters healthy partnerships and encourages the exchange of ideas so we can focus our efforts in response to changing stakeholder needs and shared goals. Our academic and research programs, our centres of excellence, and our community outreach and international programs continue to be driven by the needs of our local, regional and international stakeholders and our faculty and staff extend our culture of respect, collaboration and responsiveness to communities in Atlantic Canada and around the world.

As part of our institutional commitment to advancing knowledge NSAC will continue to provide responsive leadership and to deliver outreach and international programs that address the needs of our stakeholders and facilitate the transfer of information and knowledge. These programs will be linked to our key areas of specialization in environmental sustainability, rural growth and bio-resource innovation, integrated with our research and academic activities, and grounded in the principles of effective community engagement. They will address our unique knowledge and expertise to the challenges and opportunities faced by our stakeholders and partner communities.

Strategic Goal #4:

To engage and partner with community and industry stakeholders and to strengthen ties in a mutually productive manner while fostering recognition of NSAC's leadership in environmental sustainability, rural growth and bio-resource innovation.



Priority: Commitment to Our Community and Our Partners

Objectives:

- To promote the relevance of environmental sustainability, rural growth and bio-resource innovation to our local, regional and international communities.
- To advance NSAC's leadership in providing advanced knowledge and new technologies for environmental sustainability, rural growth and bio-resource innovation.
- Encourage a wide range of community outreach activities and recognize those activities as integral to our institutional responsibility for advancing knowledge for society.
- Ensure our community outreach activities have positive impact by linking them to our key areas of specialization in environmental sustainability, rural growth, and bio-resource innovation.
- Renew skills and professional development programs so they continue to respond effectively to industry and stakeholder needs.
- Deliver community outreach programs that use NSAC's specialized expertise to contribute to sustainable and healthy communities.
- Work with our partners in the international community to build sustainable bio-resources, food security, management and rural development systems.
- Provide increased opportunities for Canadian students to study abroad and to take better advantage of international opportunities, and encourage the engagement of those students in NSAC activities on their return.
- Cooperate with local community organizations to ensure international students wishing to remain in Nova Scotia after graduation have opportunities for integration into the Nova Scotia community.
- Partner with universities and colleges in other countries to develop mutually beneficial joint academic programs, student mobility programs and faculty and staff exchanges.
- Participate in the national and international effort to reach the Millennium Development Goals through engagement in selected international development projects and initiatives that have the potential to improve livelihoods for international partners and increase the knowledge and experience of internationalization for Canadian faculty, staff and to students.





Key Indicators

Quality and achievement in our community outreach and international programs will be determined through the careful monitoring of key indicators of external recognition and awareness, individual and institutional participation, and program quality and success:

- Level of awareness of NSAC's specialized expertise and its relevance to our local, regional and international communities
- Level and quality of faculty/staff participation in industry and community meetings, events and committees
- Number and quality of community outreach events sponsored or organized by NSAC
- Number of faculty/staff participating in international and community outreach activities
- Quality of, and enrollments in, skills, professional development and community engagement programs

Priority: Advancing Our Institution

In recent years NSAC has grown significantly in its overall capacity and in its academic and research capabilities and the campus now has many of the units, departments and initiatives typical of a large university. As we continue to adapt our focus and our programming to keep pace with developments in our industries and in our broader society we will need to continue to grow in our overall capacity and in our academic and research thrusts. With this growth will come the necessity for governance options that facilitate a broad range of academic and research pursuits, as well as an expansion and renewal of our infrastructure and physical resources and an increase in the resources available to support our students and our programs. There will also be a need for a continued institutional focus on operational efficiency and for a planning process that ensures our commitment to the environment is embedded in our infrastructure and operational priorities.

Over the next five years we will continue to develop NSAC's governance structure and undertake a long-term planning process to ensure our infrastructure and physical facilities keep pace with our enrollments and program development. This planning process will be informed by multi-stakeholder input and driven by our academic priorities and a commitment to operational efficiency and environmental sustainability. Our development relations efforts will continue to engage our alumni and supporting organizations and to secure valuable resources, time and energy for key NSAC initiatives. Together these planning and advancement activities will ensure we can continue to attract and enroll exceptional students and to provide the pool of trained graduates necessary to support the industries and our communities.



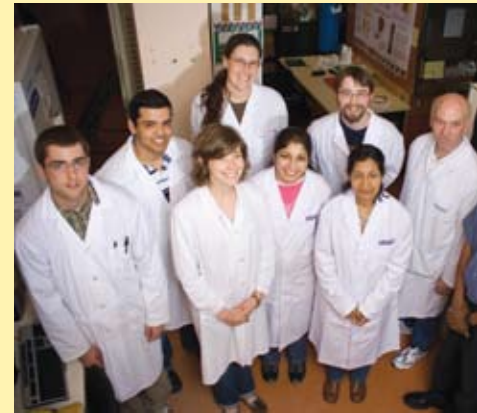
Priority: Advancing Our Institution

Strategic Goal #5:

To strengthen and secure the organizational effectiveness and resources (governance, financial and physical) that advance NSAC and support our students, faculty and staff and our teaching, research and capital projects.

Objectives:

- Continue the development of a governance agreement with the provincial government that facilitates the academic pursuits of students and faculty and increases the operational efficiency of activities that are unique to NSAC.
- Ensure that our strategic priorities inform our budgeting processes and human resource priorities.
- Prioritize and address deferred maintenance, ongoing maintenance and capital maintenance needs.
- Conduct a campus-wide needs assessment to identify infrastructure and facilities needs.
- Develop and implement a master campus plan to ensure NSAC has the required infrastructure and organization to support the research and scholarly activities of its students, faculty and staff over the next 20 years.
- Continue the process for upgrading NSAC's residence facilities.
- Develop an institutional green initiative that supports a targeted reduction of our ecological footprint and expands and coordinates the current environmental initiatives on campus, and in doing so allows NSAC to be the most environmentally sustainable and conscious university in Canada.
- Adopt and implement an NSAC workforce planning strategy.
- Enhance partnerships to achieve new endowment targets.
- Increase stakeholder contributions to priority areas for scholarship and bursary development.
- Increase stakeholder contributions in support of new teaching initiatives at NSAC.
- Increase endowments for targeted capital projects.

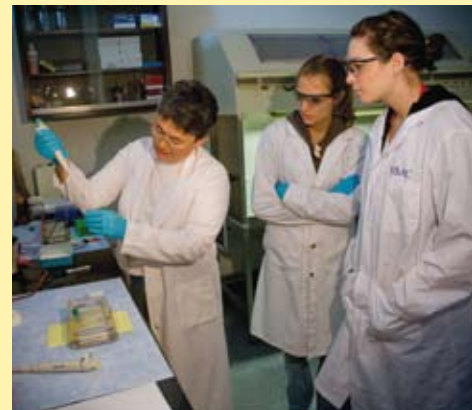




Key Indicators

The success of our organizational effectiveness and advancement efforts will be determined by our ability to increase and diversify the infrastructure and resources available for our students and our programs and by evidence of increased effectiveness, efficiency and sustainability of our facilities and operations:

- Completion of facility renewal and renovation projects
- Level of satisfaction with academic environment for faculty and students
- Efficiency of operational procedures for faculty and staff
- Environmental sustainability of physical facilities and operations
- Level of support for faculty and staff
- Level of stakeholder diversification and quantity of resources for bursaries and scholarships
- Quantity of resources committed to support teaching programs
- Quantity of endowed funds
- Quantity of annual donations by NSAC alumni



Next Steps

NSAC is committed to ensuring that the strategic goals and objectives outlined in the 2008 - 2013 strategic plan are fully incorporated into its academic and business planning processes. This will involve our senior management team and every department and unit on campus in the following:

- The implementation of an overall planning strategy that ensures our academic plan and our individual department and unit business plans advance the strategic goals and objectives outlined in the 2008 - 2013 strategic plan.
- The implementation of human resource strategies to support the strategic and operational directives outlined in the 2008 - 2013 strategic plan, in the academic plan, and in the individual department and unit business plans.





This process will ensure that the support for our strategic goals is integrated into the academic and operational activities of the individual departments and units on campus. It will also provide opportunities for individuals, departments and units to identify ways they can make unique contributions to NSAC's success over the next five years.

Critical to our strategic planning process is our commitment to measuring and tracking our progress towards the strategic goals outlined in the 2008 - 2013 strategic plan. This will be accomplished through the careful monitoring of the key indicators outlined for each strategic area and a comparison of NSAC's performance to appropriate benchmarks that measure our success in the individual strategic objectives we have defined in support of our goals. A number of tools will be used to assist us in this monitoring process, including surveys of NSAC students and graduates and internal or external program reviews.

Acknowledgements

NSAC's strategic planning process is an ongoing collaborative effort involving the internal NSAC community and a broad representation from its external stakeholders. The 2008-2013 strategic plan is the most recent outcome of this process.

The 2008-2013 strategic plan is a refinement of our last strategic plan, *Looking Outward – Embracing Change*, which defined our strategic goals for the period from 2002-2007. By 2005 significant progress had been made towards many of these strategic goals and there was recognition that a renewed focus and direction was necessary in order for us to continue with our commitments. In mid-2005 NSAC's executive tasked a subcommittee of the senior management committee with reviewing and evaluating the 2002 strategic plan and with laying the foundations for the next strategic planning cycle. The committee, with the assistance of strategic planning facilitators conducted a series of consultations and in the fall of 2006 a strategic planning advisory committee was struck to assist with the development of the plan and to spearhead the crucial task of facilitating discussions and coordinating stakeholder input.

Central to the development of the 2008-2013 strategic plan were the dozens of meetings and focus groups held with NSAC students, faculty and staff and with representatives of the individual departments, units and programs on campus. During these meetings and discussions all NSAC departments and units were consulted and virtually every member of the NSAC community contributed thoughtful responses to the issues and valuable feedback on the strategic planning documents.





Also central to the development of the 2008-2013 strategic plan were the extensive discussions with our many external stakeholders, who turned their time, knowledge and experience to providing perspective on the issues and to generating the critical guidance necessary to ensure the institution can move forward with its commitments.

We would like to acknowledge everyone involved in the 2008-2013 strategic plan and to thank them for the time and ideas they contributed to its development. Without your assistance and guidance this document and its strategic directions would not have been possible.

NSAC Strategic Planning Advisory Committee:

R. Campbell, Consultant; D. Dunlop, Assistant Professor, Business and Social Science; L. French-Munn, Director, Enrollment Management; P. Hicks, Former NSAC President; J. Lynds, Crops/Ruminant Coordinator; L. MacLaren, Co-President, Vice President Academic; C. Madigan, Associate Professor, Engineering; W. Paquet, Registrar; K. Rouvinen-Watt, Professor; M.G. Sampson, Associate Professor, Environmental Sciences; J. Walker, President, NSAC Student Union (2006)

Internal Stakeholders

NSAC Strategic Planning Advisory Committee; NSAC Staff and Faculty

External Stakeholders

Newfoundland

Department of Innovation, Trade and Rural Development; Department of Natural Resources; Newfoundland Aquaculture Industry Association; Agriculture and Agri-Food Canada; Department of Fisheries and Aquaculture; Atlantic Cool Climate Crop Research Centre; Newfoundland Federation of Agriculture

New Brunswick

New Brunswick Institute of Agrologists; Department of Agriculture and Aquaculture

Nova Scotia

Village of Bible Hill; Colchester Regional Development Agency; Agriculture and Agri-Food Canada; Truro & District Chamber of Commerce; AgraPoint International Inc.; BioMed Management Inc.

Prince Edward Island

Department of Agriculture, Fisheries and Aquaculture; Department of Development and Technology; Prince Edward Island Federation of Agriculture; Cavendish Farms; NRC Institute for Nutrisciences and Health; Prince Edward Island BioAlliance Inc.



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