



NEW WORLD. NEW THINKING.

2020 - 2025



CHANGE NEEDS A CHAMPION

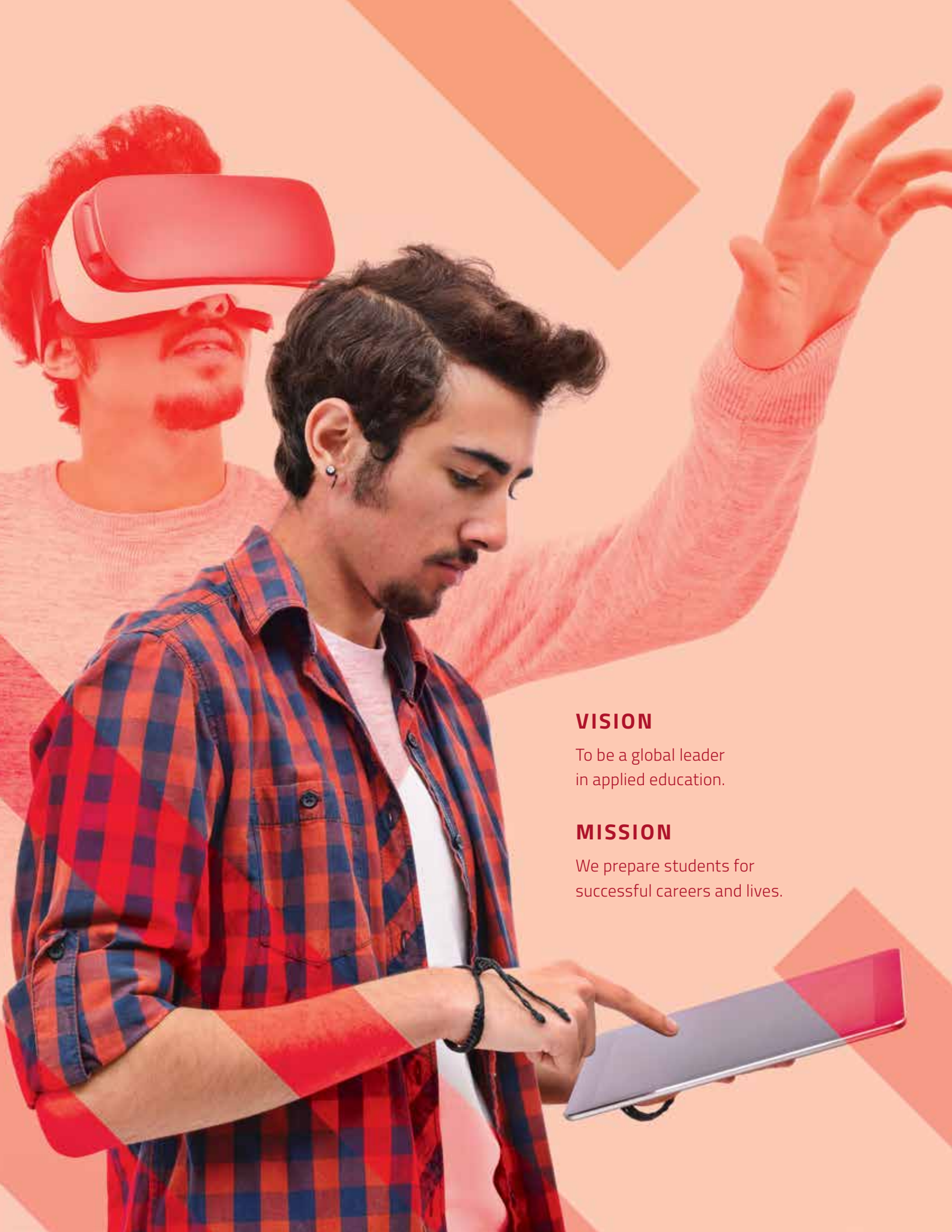
SAIT is changing and proud to be leading change — we didn't get where we are by staying the same.

We're embarking on a new course for the future — one that builds on our 100+ year history to reimagine the workforce of tomorrow.

A workforce made by SAIT is armed with the mindset to lead and with the skills — technical and human — to create, to evolve, to make a difference.

Our course for the future embeds digital and leadership literacy across all programming, includes continuous and flexible learning, offers industry experience and connections, and develops hit-the-ground ready, future-proofed graduates.

Our roots are in Calgary, our ambition is global: to bring more of the world to SAIT and more of SAIT to the world — to be synonymous with people and practices that make things happen, that have real and lasting impact.



VISION

To be a global leader
in applied education.

MISSION

We prepare students for
successful careers and lives.

COMMITMENT TO EXCELLENCE

People • Culture • Growth

SAIT is a network of know-how, energy and talent advanced through relevant, action-based learning, solution-focused research and enterprising collaborations.

Our people, culture and ongoing growth form the foundation of our story, our brand.

**“We are the shapers. The makers. The originals,
driven by a passion for excellence and impact,
for results that count.”**

This is our commitment to excellence:

PEOPLE

- provide thoughtful health, safety and wellness programs and services for students and employees
- develop and implement a diversity and inclusion strategy to build a supportive community for all students and employees
- acknowledge SAIT's commitment to First Nations, Métis and Inuit peoples and, in the spirit of Truth and Reconciliation, deliver the priorities outlined in our Indigenous Learner Success Strategy
- recognize and support employee excellence:
 - o hire for a growth mindset, curiosity and collaboration
 - o actively invest in skills development and renewal through training, industry secondments and exchanges
 - o build organizational leadership capacity through our leadership development programs
 - o demonstrate value for expertise and reward creativity
 - o ensure access to tools and resources needed to get things done

CULTURE

- encourage innovative thinking and prudent risk-taking — embracing trial and error as an important part of learning
- lead with a world-class customer experience mindset across the organization
- be dynamic. Products will be responsive to market demand and customer needs — speed and agility are critical
- drive collaboration through cross-organizational projects and initiatives

GROWTH

- invest in finding better ways of doing business to increase our agility, responsiveness and effectiveness
- drive sustainable financial growth through new revenue streams, efficiencies and partnerships
- become a digital institution in all aspects of business processes and interactions
- advance environmental sustainability through operating practices and programming in alignment with industry trends

SKILLS FOR THE FUTURE

We equip students with essential skills for career success

Technology is transforming the world of work — it's no longer a solution you outsource, it's part of every business and every business culture. Without people to implement, problem solve and ask, "what's next?", technology alone isn't a solution.

Our goal for the next five years — and beyond — is to ensure SAIT students have the digital literacy, personal agility and entrepreneurial spirit to succeed in a future driven by people, powered by technology.

SAIT student, future-proofed graduate. Here's how.

A MIND SET TO POSSIBILITIES

Help students flourish in their future careers by developing a growth mindset, entrepreneurial skills and resilience:

- mindset development — develop programming for all students that builds growth mindset, leadership, adaptability, resilience and inquiry
- make new and emerging technology accessible to students to spark curiosity and nurture entrepreneurial drive
- create pathways for students to showcase innovative thinking, build business literacy, access mentorship and gain exposure to industry leaders

INTEGRATED, ESSENTIAL WORKPLACE SKILLS

Broaden our model of applied education to equip students with the human and cross-disciplinary skills needed to thrive in a changing workplace:

- create more cross-disciplinary learning opportunities and increase the exposure of students to different disciplines and people
- break down boundaries between programs through avenues such as integrated capstone projects
- elevate the role of workplace learning in all program areas by engaging industry as an active partner in the education of SAIT students. Increase student access to quality workplace experiences

ADVANCED TECH — WHAT'S NOW, WHAT'S NEXT

Build skills in data literacy and the application of advanced technology across all schools and programs:

- infuse leading-edge technology within all schools, programs, spaces and applied research
- build digital technology and data literacy education for all students in all program areas
- develop new methods of teaching and learning using advanced technology tools

LEARNING FOR LIFE

We enable lifetime career success by providing relevant, customized education

As the needs of the economy, our students and our network evolve, the health of any career is becoming increasingly dependent on the continuous renewal of skills. Whether the goal is career advancement, a new or different career, or a career that makes a difference, having work-ready skills can change lives.

Our goal for the next five years — and beyond — is to deliver a world-class student experience to a growing network of learners that reinforces SAIT's connection between education and career the first time, every time.

Skills development, career acceleration — for life. Here's how.

DESTINATION: GROWTH

Implement a Strategic Enrolment Management Plan:

- increase targeted enrolment, maximize student engagement and support retention

LEARN YOUR WAY

Respond to the needs of our students by developing flexible and customizable content, products and program delivery methods:

- increase learning options through new delivery models, content, pathways and credentials
- leverage advanced technology tools to enable a personalized learning experience
- act as a curator of content. Bring together the most relevant and widely-sourced content and deliver it based on the needs of our students

ALWAYS LEARN

Grow and reposition continuing education at SAIT into a comprehensive suite of professional studies products:

- deliver professional skills training through a Centre for Continuing Education and Professional Studies
- provide customized learning solutions to individuals, businesses and governments globally by building long-term strategic partnerships
- develop a dynamic suite of products aimed at career acceleration specific to upskilling and reskilling for mid-career professionals

OUR RELATIONSHIP SUPER-PATHWAY

Build lifetime relationships with students as their education partner over their learning and career lifecycle:

- deliver life-changing experiences for youth that promote and inspire post-secondary and employment pathways
- engage our alumni family in the SAIT experience. Expand our connections with alumni, promote programming and learning for life, encourage engagement, mentorship and volunteerism. Recognize and celebrate alumni success

GLOBAL PERSPECTIVE

We enhance the global competitiveness of our students and region

Today's global economy demands individuals and industry compete with others from around the world.

Global partnerships expand our reach and reputation, while a global campus provides all students with opportunities to develop the cross-cultural awareness they need to be successful. International enrolment brings talent, ideas and substantial economic, academic and social value to SAIT and our community.

Our goal for the next five years — and beyond — is to enhance global perspectives at SAIT, and about SAIT, through experiences, relationships and recognition.

Bringing the world to SAIT and SAIT to the world. Here's how.

WORLD VIEWS, ALBERTA VALUE

Build talent that brings global perspective and experience:

- increase access to international experiences for students and employees — work-integrated learning, study abroad, on-campus programming, international exchanges
- attract more international students to SAIT to build talent for Alberta
- increase SAIT's international development footprint
- expand global partnerships with industry and other post-secondary institutions to attract global resources — people, funding, exchanges and ideas

PUTTING SAIT ON THE MAP

Increase brand awareness of the value of SAIT's model of education:

- showcase the competitive advantages, success stories and community impact of applied education through storytelling
- promote the value of a SAIT credential as a pathway to successful careers and global citizenship

LEADING IN LEARNING

Make our programs globally competitive:

- identify relevant measures of global recognition. Promote existing SAIT programs and develop new programs to grow our global position
- implement best practices in recruitment, advising, teaching and support of international students

INDUSTRY DRIVEN

We blur the lines between industry and SAIT to strengthen the economy

Relationships with business and industry are core to SAIT. Our instructors are industry experts. Our programming evolves through an industry lens. We work with organizations around the world to deliver corporate training solutions and we work with industry partners to create commercial solutions through applied research.

The speed of change affecting the world of work is massive — and our shared ability to respond is essential.

Our goal for the next five years — and beyond — is to navigate change collaboratively. Together, we will develop the bench strength required to build our economy and ensure SAIT graduates are not only ready to succeed in the jobs of tomorrow but to create them.

Shaping a new world of work with industry. Here's how.

PARTNERSHIP POWER

Strengthen our mutual value proposition with industry:

- enable a free flow of people between industry and SAIT through secondments and internships
- facilitate agreements to share technology and expertise between industry and SAIT
- enhance and evolve our relationship management model with industry
- make our organizational structure easy for industry to connect and work with SAIT

SOLUTIONS SQUARED

Collaborate with industry as co-leaders to build the economy:

- work with industry to understand evolving talent requirements and develop responsive, relevant programming
- problem solve with industry through applied research
- act as a convener of cross-industry thought leadership to explore new opportunities
- build relationships with new industry partners in emerging growth sectors to support economic diversification

SAIT IN 2025

Fast forward to 2025. In the future we create through this strategic plan:

- SAIT is the talent accelerator of choice as evidenced by strong growth in student enrolment.
- SAIT is the workforce's preferred learning partner with more people returning frequently to enhance their qualifications throughout their careers.
- SAIT welcomes more international students and provides more international opportunities for domestic students and employees.
- SAIT students continue to be in demand by industry and have greater access to workplace learning experiences.
- SAIT's culture and world-class talent base attracts more people, partners and resources from around the world to join us.

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