



OUR PATH FORWARD

NEW WORLD. NEW THINKING. 2023-25



PRIORITY FRAMEWORK

SAIT's first strategic plan of its second century was built on change.

From the launch to the midpoint, the implementation of SAIT's 2020-25 Strategic Plan, *New World. New Thinking.* has been characterized by significant progress during a period of ongoing transformation.

The institution and our external operating environment have continued to evolve since 2020. Many of the challenges we face, along with pivotal opportunities to lead change, have shifted over the past three years.

Today, we remain confident in the foundational commitments outlined in our plan. We're also embracing the opportunities by prioritizing specific initiatives to advance those commitments.

The following five key focus areas — a priority framework within our existing strategic plan — will drive our path forward through 2025.



FOUNDATIONAL COMMITMENT

COMMITMENT TO EXCELLENCE

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.

2023-25 KEY FOCUS AREA

TALENT STRATEGY

SAIT is committed to being an employer of choice. As we adjust to new labour market realities post-pandemic, a comprehensive talent strategy centered on talent attraction, development and support will advance our growth objectives and our commitment to excellence.

PRIORITIES

- Ensure employee training and professional development opportunities serve to attract and retain high-quality talent.
- Further develop supporting business processes for recruitment, onboarding and succession planning to ensure efficiency.
- Leverage the benefits of both on-campus and remote work arrangements through the application of SAIT's Hybrid Work Guidelines.
- Ensure employees have the information they need to be effective and contribute to a positive work environment.

FAST FORWARD TO 2025

In the future we create through this strategic plan, SAIT's culture and world-class talent base attracts more people, partners and resources from around the world to join us.

FOUNDATIONAL COMMITMENT

SKILLS FOR THE **FUTURE**

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.

2023-25 KEY FOCUS AREA

STRATEGIC POSITIONING

SAIT must remain at the forefront of technology — as a talent provider and innovation partner for emerging and evolving industries. Strengthening our institutional position will allow us to address the challenges of economic uncertainty and the changing needs and expectations of our learners.

PRIORITIES

- Strengthen our leadership in emerging technologies and fields important to the Alberta economy, including: clean energy, electric vehicles, remotely-piloted aircraft systems and industrial applications of technology, such as augmented and virtual reality and artificial intelligence.
- Convene a critical mass of people and technology to generate leading-edge programming, applied research solutions and skilled graduates.
- Advance SAIT's reputation as a leader in applied research and education innovation through enhanced storytelling.

FAST FORWARD TO 2025

In the future
we create
through this
strategic
plan, SAIT
is the talent
accelerator
of choice.

FOUNDATIONAL COMMITMENT

LEARNING FOR LIFE

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.

2023-25 KEY FOCUS AREA

ENROLMENT GROWTH AND STUDENT SUCCESS

We recognize our dual responsibility to contribute to a growing talent pipeline and provide a high level of support to our students to ensure their success.

SAIT is committed to advancing enrolment growth and diversification, maximizing student engagement and supporting retention through the ongoing implementation of our 2022-26 Strategic Enrolment Management (SEM) plan.

PRIORITIES

- Increase mental health support for students and enhance promotion of student support services.
- Improve affordability through support for food security resources, open educational resources (OER) and access to housing.
- Prioritize Indigenous enrolment growth and program development.
- Increase support for students who are struggling during their academic journey, with particular emphasis on vulnerable student populations, newcomers and those with additional language support needs.
- Further refine our value proposition for domestic students based on their evolving educational needs.

FAST FORWARD TO 2025

In the future we create through this strategic plan, SAIT is the workforce's preferred lifetime learning partner.

FOUNDATIONAL COMMITMENT

GLOBAL PERSPECTIVE

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.

2023-25 KEY FOCUS AREA

GLOBAL STRATEGY AND PARTNERSHIPS

International engagement and learning partnerships help broaden the worldview of our community and increase our access to leading-edge curriculum and technology.

SAIT has made significant progress in growing our inbound international student enrolment over the past few years. A commitment to expand our outbound study experiences will provide more opportunities for faculty, staff and students to develop their global networks.

PRIORITIES

- Extend our global reach through study tours, faculty exchanges and global work-integrated learning opportunities.
- Further develop international projects as an important source of non-government revenue.
- Advance the internationalization of SAIT's curriculum.
- Enhance strategic international partnerships with post-secondary institutions, industry and government.
- Grow SAIT's international partnerships and joint teaching and learning initiatives with domestic post-secondary institutions.

FAST FORWARD TO 2025

In the future we create through this strategic plan, SAIT welcomes more international students and provides more global experiences for students and employees.

FOUNDATIONAL COMMITMENT

INDUSTRY DRIVEN

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.

2023-25 KEY FOCUS AREA

INSTITUTIONAL DEVELOPMENT

Reinvigorating our industry engagement efforts and further improving business process efficiency will enhance our strategic partnerships with industry. An increased emphasis on environmental, social and governance (ESG) management will build on our commitments to equity, diversity and inclusion, sustainable financial management and environmental sustainability.

PRIORITIES

- Develop and implement a comprehensive Industry Engagement Strategy.
- Identify opportunities to partner with industry in support of economic development and diversification.
- Create an environmental, social and governance (ESG) reporting approach and strategy.
- Prioritize additional business process improvements in the areas of curriculum development and management, and student applications and admissions.

FAST FORWARD TO 2025

In the future we create through this strategic plan, SAIT students continue to be in demand by industry and have greater access to workplace learning experiences.

APPLYING THIS PRIORITY FRAMEWORK

New World. New Thinking. is a big-picture plan. It sets our strategic direction and informs all institutional, divisional, school and department planning and resource allocation. It serves to uphold our vision and values and is designed to help SAIT keep pace and lead in a changing world.

As you look for opportunities to align your planning to these key focus areas, plan with agility in mind. We will continue to evolve and transition as an institution — as will the world around us. Pay close attention to industry and our operating environment. Explore new ideas. Consider how your current work, priorities, goals and initiatives can leverage or shift to support these areas, our strategic plan and our vision for SAIT in 2025.

