

BOLD FUTURES



SAIT'S 2025-28
Strategic Plan

SAIT WORKS HERE

AND EVERYWHERE.

Land acknowledgement

Oki, Âba wathtech, Danit'ada, Tawnshi, Hello. SAIT is located on the traditional territories of the Niitsitapi (Blackfoot) and the people of Treaty 7 which includes the Siksika, the Piikani, the Kainai, the Tsuut'ina and the Îyârhe Nakoda of Bearspaw, Chiniki and Goodstoney. We are situated in an area the Blackfoot tribes traditionally called Moh'kinsstis, where the Bow River meets the Elbow River. We now call it the city of Calgary, which is also home to the Métis Nation of Alberta.



**The next chapter in SAIT's
story is full of possibilities.**

SAIT people make communities run. They strengthen our economy and enrich society.

You can find SAIT people in essential roles and industries across the country and around the world. They're in our hospitals, on set and on construction sites. They're retrofitting our homes, repairing vital infrastructure, reporting the news and running restaurants. They're keeping planes safe in the sky, defending our data and powering our classrooms and businesses. They're CEOs and CPAs; they're RTs and EMTs, and everything in between. SAIT people are lifelong learners and doers. They experiment, create and collaborate. They mentor, care and lead.

AMBITION

To be a global leader in applied education.

PURPOSE

Empower people with the skills, attitudes and experiences to build successful careers and lives.



SAIT IS A JUMPING-OFF POINT FOR THOUSANDS OF STORIES.

Since 1916, thousands of stories have started at SAIT — stories about people solving problems, taking risks, making change and making a mark.

SAIT's own story reflects more than a century of connection, growth and evolution.

Transformation has always been integral to SAIT, down to our choice of logo: the catalyst — something that provokes action or speeds change.

Throughout our history, SAIT has anticipated and responded to economic shifts through excellence in applied education that leverages our unique relationship with industry.

The outside world will never stop evolving, far from it. SAIT must continue to connect, grow and evolve with it.

Transformation is key to our ongoing story — and to remaining a jumping-off point for thousands more.

After all, every great story needs a catalyst.



MESSAGE FROM THE PRESIDENT AND CEO



The world today continues to change at an astonishing pace. Developments in technology, geopolitics and economic development have disrupted the status quo, presenting new opportunities and fresh challenges. Our jobs, our economy and our lives have become more complex, requiring higher levels of skill attainment and innovation than ever before.

Here in Alberta, new and growing industries are contributing to an increasingly diverse economy and demand a broader range of skills and talent. Employers are seeking more sophisticated problem-solving, critical thinking and cross-disciplinary skills from graduates than ever before — the benchmark is increasing.

Fortunately, change is a natural part of SAIT's journey — essential to the story of an institution approaching its 110th anniversary. The SAIT of 2025 looks very different from that of 1916, and it will look very different again come 2116. Our institution will continue to evolve, but what remains unchanged is our commitment to applied education of the highest level.

Applied education and applied research shape lives, communities and industries. They solve big problems, spark even bigger ideas and drive meaningful change. Hands-on learning makes knowledge relevant — makes it real — and applied education can drive our society forward in a way that no other education model can.

Looking to the future, we see a larger role for applied education in all industries to directly address the changing needs of people, our province and economy. This means not only a larger role for SAIT, but the potential for new roles, too.

As employers and graduates demand higher levels of technical and problem-solving skills, SAIT must match this demand by providing even more advanced technical education. As industry wrestles with more complex problems, SAIT must drive innovation through applied research connecting industry to our facilities, researchers, faculty and learners.

In our new strategic plan, this long-term vision is supported by foundational commitments that will continue to characterize how we work and learn here at SAIT. The goals and objectives we have set focus on future-ready skills, world-class learning experiences and innovation leadership — all essential to position SAIT to write our next, best chapter.

None of this is possible without people. Through this plan, we will engage and invest in the talent and ingenuity of our people and partnerships to build a bold future for SAIT, our learners and Alberta.

Our vision for the future doesn't mean changing who we are. It means SAIT must continue to evolve how we respond to challenges and opportunities, both old and new. We must be ready to move beyond what we've done before, beyond assumptions, to support the innovation critical to sustainable economic growth.

Dr. David Ross

President and CEO

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**APPLIED EDUCATION
AND RESEARCH SHAPE
LIVES, COMMUNITIES
AND INDUSTRIES.**

MESSAGE FROM THE BOARD CHAIR



Our competitive advantage in the global market depends on skilled talent and fresh ideas, especially in times of change. It also depends on quality education, and people who can learn quickly and continuously.

For more than a century, SAIT has supported economic growth, development and recovery in Calgary, throughout Alberta and across the country. By evolving to meet the challenges of the day, SAIT has proven essential to the economy — as essential as the skills SAIT graduates bring to the workforce.

SAIT has a direct impact on the economy because it's directly connected to industry.

Career-focused, industry-informed applied education puts people to work, builds networks and shapes lifelong learners, doers and leaders. While, industry partnerships in applied research are tackling some of the world's biggest challenges, and driving economic growth through commercialization and technology solutions.

These are SAIT's unique strengths — strengths amplified through SAIT's 2025–28 Strategic Plan, Bold Futures.

SAIT has always been a multiplier — a catalyst for growth, innovation and impact. As our city and province work to attract new industries, support emerging businesses and expand our global influence, SAIT is taking steps to train a future-ready workforce with more advanced technical, professional and entrepreneurial skills.

In an increasingly complex world, SAIT is deepening the integration of industry, research and academic programming. This keeps SAIT's programs on the leading edge and gives learners the freedom to experiment, take risks and build the confidence they need to succeed in their careers and impact the world around them.

Through Bold Futures, SAIT is building the kind of expertise, experiences and infrastructure that get noticed, drive investment and get government and industry working together.

The goals and strategies that follow will ensure SAIT stays relevant, aspirational and aligned with the evolving needs of learners, industry and society in a rapidly changing world.

It's an exciting time to build bold futures at SAIT.

David Erickson

Chair, Board of Governors

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FOUNDATIONAL COMMITMENTS



SAIT's foundational commitments have a broad application across the institution. They serve to elevate, enable and guide the strategic goals outlined in this plan. SAIT approaches these commitments from the standpoint of continuous improvement and execution.

Learner success

Putting learners first drives everything we do — from ensuring access to quality services, resources and facilities to fostering an environment where learners thrive academically, socially and professionally. Their experiences, opportunities and outcomes — from recruitment to career — are the guiding force that shape how we work and learn at SAIT.

Valuing employees

SAIT people are excellent. Creating an environment that fosters a unique sense of belonging and community sets us apart. Employee learning and development ensure our faculty and staff stay current with changes in their fields of expertise, build organizational leadership capacity and impact academic quality and learner success. We encourage idea sharing and thought leadership, and empower individuals to solve problems collaboratively, while strengthening relationships across our community.

Industry engagement

Industry engagement is the cornerstone of SAIT's success and that of our learners. This strategic partnership ensures our programming is both relevant and future focused, bridges the gap between classroom and career, and allows our learners to build skills in a real-world context. As co-leaders in driving economic growth, SAIT works with industry to understand and respond to emerging workforce trends and to address innovation challenges and opportunities through applied education and research.

Supportive learning and work environment

SAIT is at its best when everyone feels welcome, valued, included and supported to succeed. Our commitment to a responsive campus environment can be seen in our employee engagement and classroom experiences, as well as our systems, infrastructure and capital projects. Initiatives focused on developing inclusive mindsets, improving access and celebrating our communities will promote a safe campus for all.

Indigenous engagement

SAIT is committed to Indigenous learner success and advancing truth and reconciliation in our role as an educational institution. Through Natoysopoyiis, SAIT supports Indigenous learners with services aligned to traditional ways of knowing and being. Through collaborative engagement with First Nations and Métis communities, SAIT is building strong and productive partnerships while fostering lifelong learning through education across campus.

Health, safety and well-being

The safety of everyone at SAIT is our top priority. Ensuring our campus promotes health, safety and well-being is supported by the provision of mental health and wellness resources for employees and learners, and by building trust through open, transparent communication.

Responsible governance

As a public institution, SAIT must be a responsible steward of resources. SAIT is committed to institutional operations that ensure our financial sustainability and health, and to transparency with our communities in our reporting and governance processes.



HOW WE WORK AND LEARN #HEREATSAIT

SAIT EXISTS FOR LEARNERS

Our commitment to learner success and a learner-first culture means anyone studying or training here can expect SAIT to deliver on a promise of:

Academic success

We provide a rigorous and supportive learning environment that challenges learners to reach their full potential. We encourage intellectual curiosity, critical thinking and a passion for knowledge that extends beyond the classroom.

Career readiness

We provide the skills, resources, personal networks and guidance needed to navigate the job market successfully. We strive to ensure every learner graduates with a clear pathway to professional success.

Holistic development

We nurture the well-being of the whole person — physically, mentally and socially — helping learners develop resilience, self-awareness and a sense of purpose that will support them throughout their lives.

Mindset and confidence

We foster a mindset that values continuous learning and personal growth, and ensures our graduates leave with confidence in the value of their skills and their ability to succeed in the workplace.

Learner experience

We foster an environment where every learner can thrive during their time at SAIT. Responsive customer service, efficient processes and caring support services all create the conditions for learners to succeed.

WE APPROACH OUR WORK FROM A ONESAIT MINDSET

Exceptional learning experiences #HereAtSAIT are supported by a committed employee community that puts learners first. Fostering a unified OneSAIT mindset means:

Focusing on learners

We all, regardless of role, put learners and their best interests at the heart of everything we do.

Igniting innovation

We recognize and reward innovation, creating an environment where new ideas are encouraged, valued and celebrated.

Organizing for collaboration

We leverage internal skills and expertise, establish a structured approach to execute cross-departmental projects, and encourage the sharing of information and learning from each other to drive collective success.

Streamlining processes

We optimize and standardize the use of technology tools, AI applications and enterprise service management to simplify processes for both employees and learners.

Integrating across units

We promote internal integration across departments and schools, and between credit and non-credit, to enhance the learning experience.

STRATEGIC PATHWAYS TO SUCCESS 2025-28



FUTURE-READY SKILLS

Building the skills you
need for work, life
and lifelong learning.

WORLD-CLASS LEARNING EXPERIENCES

Elevating quality and
teaching excellence.

INNOVATION LEADERSHIP

Driving firsts, nexts
and connections
with industry.



Essential skills and core capabilities

Today's employers are looking for more than just technical skills from their workforce. Addressing rising expectations for higher-order leadership, critical thinking and complex problem-solving skills will ensure SAIT learners are prepared to thrive in increasingly multifaceted jobs and workplaces. Goals in this area include:

- Embed the SAIT Capability Framework in the curriculum of all programs and products.
- Broaden opportunities for professional skills training and practice.
- Incorporate intercultural competencies and concepts of sustainable development into academic programming.

Artificial intelligence integration

Artificial intelligence (AI) and other disruptive technologies are poised to change every industry, job and organization. SAIT is responsible for ensuring our learners and graduates are prepared for this new reality. Every academic program and department at SAIT must embrace AI in curriculum and business processes to deliver on this responsibility. Goals in this area include:

- Educate both learners and employees to ensure responsible and effective use of AI as a tool, examining:
 - ethics and the implications of appropriate/inappropriate use

- critical thinking, the retention of problem-solving skills and the ability to discern quality
 - curiosity and fostering a mindset that recognizes the limitations of AI, as well as the value of human creativity and subject-matter expertise in generating novel solutions.
- Define and resource a roadmap to deploy industry-relevant AI tools across all schools and programs, and to integrate AI tools within our business processes in line with best practices for post-secondary institutions.

Interdisciplinary learning

Solving complex problems increasingly requires people to work across disciplines. We recognize the importance of interdisciplinary learning opportunities in fostering a mindset where collaboration and combined thinking creates new knowledge, ideas and approaches to problem solving. Goals in this area include:

- Leverage common course programming between schools to facilitate connections between learners in different disciplines.
- Develop common capstones and work-integrated learning experiences involving learners from multiple programs to help develop a broader understanding of how to collaborate and communicate across skills and perspectives.

- Encourage interdisciplinary faculty collaboration in scholarly activity and projects to share best practices, develop relationships, and advance teaching and learning practice.

Entrepreneurial mindset

As the regional economy diversifies, more new businesses are being established. The development of entrepreneurship skills and business acumen is critical for learners across every discipline in order to support greater innovation and productivity in our economy. Goals in this area include:

- Establish a business start-up incubator through which learners and researchers can access support and mentorship for developing their business ideas.
- Provide access to supplemental business skills training for non-business learners and researchers to develop a better understanding of the business context of their work.
- Create opportunities to develop business acumen and entrepreneurship skills for all learners at SAIT through work-integrated learning, mentorship, business competitions and more.



WORLD-CLASS LEARNING EXPERIENCES

Academic and service quality

Investing in a robust system of curriculum development and quality assurance, close engagement with industry, strong pedagogy — as well as supporting services, infrastructure and facilities — elevates SAIT's academic programs and the learning experience. Goals in this area include:

- Enhance processes to monitor program quality and update curriculum to ensure SAIT has a state-of-the-art academic environment reflective of current industry standards.
- Elevate comprehensive pedagogical training for new faculty during the onboarding process and ongoing development of all faculty on best practices in teaching and learning.
- Ensure we have the right capacity and mix of services to support and sustain service levels for our evolving learner population.
- Create a world-class physical environment that fosters creativity, well-being and connection. Incorporate advanced technology for teaching and learning, as well as universal design and sustainable operations principles, into campus infrastructure.

Scholarly activity

Scholarly activity is essential to maintaining the quality and relevance of our programs. SAIT is committed to scholarship that advances industry expertise and empowers faculty to adopt leading practices in pedagogy and educational technology. Goals in this area include:

- Establish a structured scholarly activity research plan and a dedicated office to support scholarly pursuits.
- Sharpen focus on scholarly activity, educational technology, faculty development, and quality program and course design.
- Invest strategically in educational technologies to identify effective tools for applied education with scale-up potential.
- Offer ongoing training and professional development to ensure faculty are equipped with advanced teaching skills and can share best practices across the institution.

Global insights

We recognize the increasing importance of understanding the broader world in which Alberta competes. SAIT's international student population contributes to a diverse learning environment that promotes cross-cultural awareness, while international opportunities serve to expand the worldviews of our people, as well as our reach and reputation. Goals in this area include:

- Create global learning experience opportunities (study abroad, work-integrated learning, research projects, short courses) for learners in every school at SAIT.
- Collaborate with international partners to establish faculty and staff exchanges for the purpose of personal and professional development.

Impactful people

SAIT's success is driven by the collective contributions of our entire community. When we create and celebrate a supportive, inclusive and dynamic campus, we empower every individual to thrive at SAIT through meaningful impact. Goals in this area include:

- Provide an excellent onboarding experience that equips employees with the tools, knowledge and support they need to feel confident in their roles, promoting early connection and long-term success within the institution.
- Offer employees lifelong learning and leadership opportunities to excel in their fields, inspire innovation and drive meaningful impact.
- Provide employees with diverse growth opportunities across the institution, including secondments and cross-departmental projects, ensuring a succession plan that supports individual and institutional success as well as institutional sustainability.



Industry connection

SAIT's relationship with industry plays a vital role in supporting the economy through practical, career-connected applied learning and tangible innovation solutions driven by applied research. As the world continues to change, ongoing efforts to enhance holistic and consistent engagement with industry partners, new and old, is more important than ever. Goals in this area include:

- Elevate our strategic partnerships with industry in support of learner success, career readiness, innovation and applied research, and economic development and diversification.
- Establish partnerships with companies in emerging and rapidly advancing sectors.
- Expand structured opportunities for industry/learner networking and mentorship.
- Partner with industry to co-create new programs aligned to regional market needs.

Expanded learning pathways and advanced credentials

As jobs become more complex and economic growth increasingly depends on innovation, Alberta's talent pipeline requires advanced technical skills to stay competitive with global jurisdictions. Recognizing that every learner's journey is unique, an eclectic learning pathway structure complements the evolving needs of our learners and their career choices. Goals in this area include:

- Develop pathways into bachelor degree programs for all SAIT learners.
- Design non-credit programs to be flexible, compatible and stackable with our credit programs.
- Develop transfer and articulation agreements with international applied learning institutions providing ladder opportunities into graduate level applied degrees.
- Develop a strategy for expanding our range of credentials to include advanced applied technical qualifications that ensure our graduates are globally competitive and drive innovation.

Innovation through applied research

Expanding SAIT's reach of applied research and integrating research opportunities with our programs drives industry innovation, helps address complex societal challenges, expands our academic curriculum and builds curiosity in our graduates. Goals in this area include:

- Deepen the engagement between SAIT's applied research teams, industry, faculty and learners.
- Expand our range of applied research and innovation services in support of commercialization.
- Establish collaborations with applied research teams in other parts of the world to broaden our industry relationships and access to expertise and knowledge.

- Enhance alumni connections through post-graduate research and innovation opportunities.
- Strengthen demand-driven applied research capacity to position SAIT at the intersection of economic opportunity and education.
- Empower learners and graduates to contribute meaningfully to a more sustainable world and resilient future through research initiatives.

International collaboration and partnerships

As SAIT continues to evolve, it is crucial that we develop partnerships with institutions around the world. The mutual learning and sharing of ideas, resources and people enriches both partners by exposing them to new thinking. Goals in this area include:

- New international partnerships with leading universities of applied science and technological universities to collaborate on credential development, learner mobility and applied research.
- Joint international delivery of credentials leveraging the complementary strengths of respective institutions.
- Promote global partnerships on scholarly projects to exchange leading-edge knowledge.

SAIT'S NEXT CHAPTER WILL MOVE US FURTHER INTO THE FUTURE.

Energized by our renewed focus on learner and graduate success, SAIT's progress will be guided by this strategic plan. The plan strengthens our academic quality and operating systems. It builds innovative connections and economic impact. It leverages the transformative power of applied education in preparation for an unknowable future — a bold future, intrinsically full of possibilities.



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