



St. Thomas University
LEADERS IN LIBERAL ARTS

Strategic Plan 2005 – 2010

June 29, 2005



St. Thomas University

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St. Thomas University has long embraced the strategic planning process, and much of our success in the last decade may be attributed to the clarity of vision displayed in the first two five-year plans and the dedicated implementation of their objectives by our University community.

We remain committed to the original goals set out in 1993 and 1999, and have made significant progress toward achieving them. Added to those, for the next five years, are a series of specific new objectives and accompanying strategies, most significantly those that centre on quantifying our quality learning environment. Each strategy includes a time frame in which the action should be undertaken. Each strategy also identifies one or more key individuals or units responsible for overseeing implementation. It should be understood that, in addition to the individuals or units that are identified as being ultimately responsible for each strategy, other individuals or groups may be involved. The success of each individual, unit, or area of St. Thomas University towards achieving the objectives of this plan is indeed progress for our entire University community.

As the foundation of our current success, St. Thomas University's previous strategic plans have allowed us to set shared institutional goals, align and focus our resources, and address emerging challenges. This current plan evolves from the progress and experience of implementing previous plans. It recognizes that implementing any strategic plan is a living process. We believe that the **St. Thomas University Strategic Plan 2005–2010** has the right balance of institutional goals, objectives, and strategies with the required flexibility for appropriate emphasis and implementation. We are convinced that it is the best approach as we continue to pursue excellence and leadership in the liberal arts.

The Joint Board-Senate Committee on the Growth and Future of St. Thomas University is responsible for promoting and developing the University and is tasked with developing and monitoring the strategic plan. As we came to the end of the **Strategic Plan 1999-2004**, our Committee collected detailed progress reports on each element of that plan and began a collaborative planning process in order to develop the **Strategic Plan 2005-2010**. In the Fall of 2003, we began a series of direct consultations with stakeholders to provide each part of our wider University community with the opportunity to have meaningful input into the development of the new plan. Among many direct discussions and meetings, these broader consultations included:

- **University Community Questionnaire/Survey – Fall 2003.** A survey was sent to all members of the University community to solicit their feedback on strategic planning over the coming five years. This feedback was used in the initial drafting process for the new strategic plan.
- **University Community Draft Circulation/Feedback – Fall 2004.** A draft of the revised strategic plan was circulated to all members of the University community and posted on the St. Thomas University website. Written comments were solicited by the Committee.
- **University Forum – Spring 2005.** The written comments on the draft plan were reviewed and a subsequent revised draft was circulated to all members of the University community and again posted on the St. Thomas University website. A University Forum, following a President's Forum on the state of St. Thomas University, was held on April 11, 2005.

Two documents emerged from the University Forum: (1) the transcribed summary of the table group oral reports known as *Plenary Table Group Oral Reports* (April 11, 2005 – 11 pages) and (2) the transcribed summary of the table group written reports known as *Plenary Table Group Written Reports* (April 11, 2005 – 25 pages). These reports were considered and numerous changes were made to the draft plan.

The Joint Board-Senate Committee certainly recognizes that this process required more time than anticipated and, at times, other priorities or issues superseded the process. Compensating for the length of the process, it is evident that it has been collegial, collaborative, and productive. In participating, members of the University community offered challenging and thoughtful perspectives, and they were respectful of the collaborative nature of this approach and the ultimate responsibility of the Board of Governors and Senate to formally approve the plan.

On behalf of the Joint Board-Senate Committee, I wish to thank the numerous participants in this process, all members of the greater St. Thomas University Community. These include past committee members Father John Keoughan, Dr. Deborah van den Hoonaard, Doreen Saulis, Laurie Boucher, Paul Hawkins, Joan Kenny, Wes McLean, Philippe Ouellette and Bob Edgett. Their consideration, input, and comments have been essential to the successful update of the plan.

Joint Board-Senate Committee

Dr. Elizabeth McKim (Chair)
Mr. Norm Seely, (Vice-Chair)
Dr. Michael McGowan
Dr. Daniel O'Brien
Dr. Colm Kelly
Ms. Nicole Smith
Ms. M. Jones (Secretariat)

June 29, 2005

Goal 1 – To Foster Excellence In Liberal Arts

Objective 1.1 To demonstrate leadership in liberal arts education

<p>STRATEGY 1.1A Create a task force to ensure that the “Goals of a Liberal Education” are infused into our academic programmes as well as integrated into our public profile.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Vice-President (Academic) ▪ Senate
<p>STRATEGY 1.1B Seek out and support new curricular enrichments which implement and complement our mission and goals.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Vice-President (Academic) ▪ Senate
<p>STRATEGY 1.1C Establish a Centre for Liberal Arts Education which would coordinate and promote visiting faculty, sponsored lectures, workshops and symposia, arrange periodic publications, create a liberal arts teaching database, and host pre-and post-doctoral fellows.</p>	<p>TIME FRAME Years 1-3</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Board of Governors ▪ President ▪ Vice-President (Academic) ▪ Senate
<p>STRATEGY 1.1D Develop and implement a system of comprehensive student surveys (post graduation) to assess outcomes (e.g. life skills, enjoyment of life-long learning, satisfaction, employability, etc.)</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Director, Institutional Research
<p>STRATEGY 1.1E Promote student excellence by increasing the number of honours students, creating an honours society, increasing the number of St. Thomas University students who go to graduate school, and establishing graduate study workshops.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Vice-President (Academic) ▪ Departments and Programmes

Objective 1.2 To promote effective learning and teaching strategies

<p>STRATEGY 1.2A Define, where possible and appropriate, the measurable outcomes of a liberal education (e.g. research skills, analytic skills, communication skills, etc.), and develop mechanisms to nurture those outcomes within the curriculum.</p>	<p>TIME FRAME Years 1-3</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Vice-President (Academic) ▪ Senate ▪ Director, Institutional Research
<p>STRATEGY 1.2B Explore standards of achievement in respect to learning outcomes, and evaluation/grading practices to assist in achieving consistency in these areas.</p>	<p>TIME FRAME Years 1-3</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Vice-President (Academic) ▪ Senate ▪ Director, Institutional Research
<p>STRATEGY 1.2C Lower average class sizes and student/teacher ratios.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Board of Governors ▪ President ▪ Vice-President (Academic)
<p>STRATEGY 1.2D Expand teaching excellence incentives and awards (e.g. increase the number and value of teaching excellence awards for full-time and part-time faculty, promote and encourage application for external teaching awards, introduce new teaching and learning and teaching innovation awards).</p>	<p>TIME FRAME Years 1-3</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Board of Governors ▪ President ▪ Vice-President (Academic)

Objective 1.3 To develop further our distinctive approaches to humanities and social sciences and other areas

<p>STRATEGY 1.3A Evaluate and make recommendations regarding core programming initiatives.</p>	<p>TIME FRAME Years 1-3</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Vice-President (Academic) ▪ Senate
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Objective 1.4 Promote and facilitate scholarly research by university faculty

<p>STRATEGY 1.4A Strengthen existing and establish new research centres.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ President ▪ Vice-President (Academic) ▪ Assistant Vice-President (Research)
<p>STRATEGY 1.4B Develop stronger links between teaching and research.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ President ▪ Vice-President (Academic) ▪ Assistant Vice-President (Research)
<p>STRATEGY 1.4C Further investigate ways of supporting faculty in their pursuit of all types of scholarly and pedagogic research.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ President ▪ Vice-President (Academic) ▪ Assistant Vice-President (Research)
<p>STRATEGY 1.4D Develop inter-disciplinary, inter-institutional, inter-sectoral and international research partnerships and collaborations.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ President ▪ Vice-President (Academic), ▪ Assistant Vice-President (Research)

Objective 1.5 To explore opportunities for new programme development

STRATEGY 1.5A Seek out and be receptive to new programme opportunities (e.g. Women's Studies and Gender Studies, Global Studies, and Environmental Studies) which implement and complement our Mission.	TIME FRAME Years 1-5	RESPONSIBLE <ul style="list-style-type: none">▪ Vice-President (Academic)▪ Senate
STRATEGY 1.5B Explore the feasibility of introducing articulated Master's degree programmes, with UNB and other universities, centered around our research centres and "niche" programme areas.	TIME FRAME Years 1-5	RESPONSIBLE <ul style="list-style-type: none">▪ Vice-President (Academic)▪ Assistant Vice-President (Research)
STRATEGY 1.5C Develop further our liberal arts Co-op Education Programme.	TIME FRAME Years 1-5	RESPONSIBLE <ul style="list-style-type: none">▪ Vice-President (Academic)▪ Coordinator, Co-op Education Programme

Objective 1.6 To expand the range of course delivery options for students

STRATEGY 1.6A Explore the feasibility of a three-semester system and other options for programme delivery.	TIME FRAME Years 1-2	RESPONSIBLE <ul style="list-style-type: none">▪ Vice-President (Academic)▪ Academic Planning Committee
STRATEGY 1.6B Equip all classrooms with current electronic teaching technology.	TIME FRAME Years 1-3	RESPONSIBLE <ul style="list-style-type: none">▪ Vice-President (Finance & Administration)

Goal 2 – To Nurture Our Roman Catholic Identity

Objective 2.1 To develop further programming opportunities to strengthen the University's Roman Catholic identity

<p>STRATEGY 2.1A Develop and enhance the Pope John XXIII Chair of Studies in Catholic Theology and the Catholic Studies Programme by examining opportunities for using the resources of the Pope John XXIII Chair of Studies in Catholic Theology to promote the University's mission and attract distinguished Catholic scholars to St. Thomas to enrich the student experience through teaching, research, and community service.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Vice-President (Academic) ▪ Coordinator, Catholic Studies Programme ▪ Religious Studies Department
<p>STRATEGY 2.1B Identify and promote opportunities to enhance the Roman Catholic chaplaincy at the University.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ President ▪ Campus Ministry
<p>STRATEGY 2.1C Consistent with the development of the Pope John XXIII Chair of Studies in Catholic Theology, institute a student leadership training programme on campus focused on lay leadership in the Roman Catholic Church and Christian community.</p>	<p>TIME FRAME Years 1-3</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Director, Student Affairs ▪ Campus Ministry

Objective 2.2 To nourish the spiritual growth and well-being of all members of the St. Thomas Community

<p>STRATEGY 2.2A As an inclusive spiritual community, identify and promote opportunities to further interfaith dialogue on campus.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Campus Ministry ▪ Coordinator, Catholic Studies Programme ▪ Religious Studies Department
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Objective 2.3 To develop more linkages and partnerships with other Catholic institutions and organizations and establish a Catholic Studies Outreach Programme

<p>STRATEGY 2.3A Create exchange opportunities with Catholic universities in other parts of the world (e.g. Latin America and Japan).</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Vice-President (Academic)
<p>STRATEGY 2.3B Establish an exchange programme in Catholic Studies that will give faculty and students the opportunity to study in Rome and at various Catholic universities throughout the world.</p>	<p>TIME FRAME Years 1-3</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Coordinator, Catholic Studies Programme
<p>STRATEGY 2.3C Develop programmes and resources for parishes and lay leadership to nourish spiritual growth in the Catholic Church and the larger Christian community to which it belongs.</p>	<p>TIME FRAME Years 1-3</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Coordinator, Catholic Studies Programme

GOAL 3 – To Develop Strategic Partnerships

Objective 3.1 To develop a plan for making community service an integral part of life at St. Thomas University

<p>STRATEGY 3.1A Develop partnerships with community service agencies to provide service learning opportunities for students as integral parts of defined curriculum in specified liberal arts courses.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Vice-President (Academic) ▪ Coordinator, Co-Op Programme
<p>STRATEGY 3.1B Identify ways the University can act as a resource (e.g. inventory of academic and infrastructure resources) for the larger community and implement appropriate actions to promote them.</p>	<p>TIME FRAME Years 1-2</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Director, Communications and Media Relations
<p>STRATEGY 3.1C Promote the existing Community Leadership Institute.</p>	<p>TIME FRAME Years 1-3</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Director of Student Affairs
<p>STRATEGY 3.1D Explore ways in which the dignity, respect, freedom, goodness, and acceptance of all members of the university community can be recognized, valued, enhanced, and promoted.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ President
<p>STRATEGY 3.1E Explore ways of better preparing students, through our teaching and traditions, to examine critically the moral and ethical issues of our world.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Vice-President (Academic) ▪ Senate

Objective 3.2 To seek further opportunities to develop linkage agreements, partnerships, and joint ventures with high schools

<p>STRATEGY 3.2A Examine opportunities for high school students to take courses for university credit at St. Thomas University.</p>	<p>TIME FRAME Years 1-2</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Vice-President (Academic) ▪ Senate
<p>STRATEGY 3.2B Enhance and expand the enriched liberal arts summer camp programme for high school students (e.g. Drama, Great Ideas, Journalism).</p>	<p>TIME FRAME Years 1-2</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Vice-President (Academic) ▪ Coordinator, Great Ideas Programme
<p>STRATEGY 3.2C Initiate feasibility study into establishing a programme to mentor high school student(s)-at-risk who show potential.</p>	<p>TIME FRAME Years 1-2</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Vice-President (Academic)

Objective 3.3 To enhance our internationalization efforts

STRATEGY 3.3A Increase the number of exchange agreements with appropriate university partners worldwide; monitor and promote these agreements to ensure quality.	TIME FRAME Years 1-5	RESPONSIBLE <ul style="list-style-type: none">▪ Vice-President (Academic)
STRATEGY 3.3B Increase the number of students participating in international experiences to 5% of the student population.	TIME FRAME Years 1-5	RESPONSIBLE <ul style="list-style-type: none">▪ Director, Student Affairs
STRATEGY 3.3C Further develop programmes to enhance faculty involvement in international partnerships and exchanges.	TIME FRAME Years 1-5	RESPONSIBLE <ul style="list-style-type: none">▪ Vice-President (Academic)▪ Assistant Vice-President (Research)
STRATEGY 3.3D Increase the number of international students on campus to 10% of the student population.	TIME FRAME Years 1-5	RESPONSIBLE <ul style="list-style-type: none">▪ Director, Admissions
STRATEGY 3.3E Investigate the feasibility of introducing a new programme in International Studies.	TIME FRAME Years 1-2	RESPONSIBLE <ul style="list-style-type: none">▪ Vice-President (Academic)▪ Senate

Objective 3.4 To develop our range of professional and continuing education offerings in partnership with other educational institutions and professional organizations

<p>STRATEGY 3.4A Expand our (professional) summer training institutes related to our “niche” programmes.</p>	<p>TIME FRAME Years 1-4</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Vice-President (Academic) ▪ Appropriate Departments
<p>STRATEGY 3.4B Extend our articulated arrangements with other colleges and universities in Canada and abroad.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Vice-President (Academic) ▪ Coordinator, International Admissions

Objective 3.5 To explore the expansion of our offerings in Miramichi

<p>STRATEGY 3.5A Investigate the feasibility of expanding our offerings in Miramichi.</p>	<p>TIME FRAME Years 1-2</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Vice-President (Academic)
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GOAL 4 – To Enhance the Living And Working Environment For All Members of the University

Objective 4.1 To improve the quality of student life

STRATEGY 4.1A Undertake a review of the student advising programme with a view to improving its accessibility and relevancy.	TIME FRAME Year 1	RESPONSIBLE <ul style="list-style-type: none"> ▪ Vice-President (Academic) ▪ Director, Student Affairs
STRATEGY 4.1B Enhance student services programmes for international students.	TIME FRAME Years 1-5	RESPONSIBLE <ul style="list-style-type: none"> ▪ Director, Student Affairs
STRATEGY 4.1C Continue to seek new ways of supporting students with physical or learning disabilities.	TIME FRAME Years 1-3	RESPONSIBLE <ul style="list-style-type: none"> ▪ Director, Student Affairs
STRATEGY 4.1D Implement a programme of wellness initiatives for students.	TIME FRAME Years 1-2	RESPONSIBLE <ul style="list-style-type: none"> ▪ Director, Student Affairs ▪ Director, Athletics

Objective 4.2 To create more extracurricular options for students

STRATEGY 4.2A Develop additional fitness programmes at the J.B. O’Keefe Fitness Centre.	TIME FRAME Years 1-2	RESPONSIBLE <ul style="list-style-type: none"> ▪ Director, Student Affairs ▪ Director, Athletics
STRATEGY 4.2B Develop a plan to actively encourage greater participation in joint UNB-STU intramural sports.	TIME FRAME Years 1-2	RESPONSIBLE <ul style="list-style-type: none"> ▪ Director, Athletics
STRATEGY 4.2C Consistent with the <i>“Goals of a Liberal Education”</i> , develop a plan to actively encourage greater participation in arts, dance, theatre, music, and film activities on campus.	TIME FRAME Years 1-2	RESPONSIBLE <ul style="list-style-type: none"> ▪ Director, Student Affairs

Objective 4.3 To foster a living and working environment that is caring, supportive, and respectful

<p>STRATEGY 4.3A Implement a programme of wellness initiatives for faculty and staff.</p>	<p>TIME FRAME Years 1-2</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Director, Human Resources ▪ Director, Athletics
<p>STRATEGY 4.3B Identify and explore successful environmental management systems at Canadian universities and evaluate their implementation at St. Thomas University.</p>	<p>TIME FRAME Years 1-3</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Director, Facilities
<p>STRATEGY 4.3C Investigate best practices in employee support services for implementation.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Director, Human Resources
<p>STRATEGY 4.3D Identify and implement strategies aimed at further enhancement of quality of life in university residence.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Director, Student Affairs

Objective 4.4 To improve internal communications

<p>STRATEGY 4.4A Appoint an internal communications advisory group.</p>	<p>TIME FRAME Years 1-2</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ President ▪ Director, Communications and Media Relations
<p>STRATEGY 4.4B Continue to seek new ways of enhancing personal and electronic communication across the St. Thomas community.</p>	<p>TIME FRAME Years 1-2</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Director, Communications and Media Relations ▪ Director, Academic Computing

STRATEGY 4.4C	TIME FRAME	RESPONSIBLE
Develop a centralized electronic event-scheduling and room-booking system.	Years 1-2	<ul style="list-style-type: none"><li data-bbox="1577 267 2047 349">▪ Director, Academic Computing<li data-bbox="1577 349 2047 425">▪ Director, Communications and Media Relations

GOAL 5 – To Enhance Our Stewardship and Public Accountability

Objective 5.1 To develop and maintain responsive enrolment and retention management policies

<p>STRATEGY 5.1A Develop a multi-year enrolment management plan and devise and implement appropriate monitoring procedures of an Enrolment Management Policy.</p>	<p>TIME FRAME Years 1-2</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Vice-President (Academic)
<p>STRATEGY 5.1B Develop a multi-year retention management plan and devise and implement appropriate monitoring procedures of a Retention Management Policy.</p>	<p>TIME FRAME Years 1-2</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Vice-President (Academic)
<p>STRATEGY 5.1C Report annually to Senate and the Board of Governors the enrolment and retention data of the previous year. (The report will highlight any inconsistencies with the enrolment and retention management policies and propose amendments as required.)</p>	<p>TIME FRAME Years 1-2</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Vice-President (Academic)

Objective 5.2 To develop and maintain a comprehensive set of University policies

<p>STRATEGY 5.2A Identify and communicate to members of the University community the policy-making structure and process at the university.</p>	<p>TIME FRAME Years 1-2</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Vice-President (Finance & Administration) ▪ Vice-President (Academic)
<p>STRATEGY 5.2B Create a web page for university policies and assign staff responsibility for its maintenance and updating.</p>	<p>TIME FRAME Years 1-2</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Vice-President (Finance & Administration) ▪ Director, Communications and Media Relations

Objective 5.3 To improve performance of university administrative departments

STRATEGY 5.3A Require all administrative units to develop unit-specific indicators of efficiency and effectiveness.	TIME FRAME Years 1-2	RESPONSIBLE ▪ Vice-President (Finance & Administration)
STRATEGY 5.3B Require all administrative units to submit annually to the Board of Governors a report card on administrative operations.	TIME FRAME Years 1-5	RESPONSIBLE ▪ Vice-President (Finance & Administration)
STRATEGY 5.3C Provide training and development opportunities to strengthen leadership capacities of administrative managers.	TIME FRAME Years 1-3	RESPONSIBLE ▪ Vice-President (Finance & Administration)
STRATEGY 5.3D Develop a set of external review policies and procedures for administrative units and a timetable for the external reviews.	TIME FRAME Years 1-2	RESPONSIBLE ▪ Vice-President (Finance & Administration)

Objective 5.4 To develop a comprehensive set of indicators to track students' educational progress

<p>STRATEGY 5.4A Submit annually, to Senate and the Board of Governors, a report card on student progress.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE ▪ Vice-President (Academic)</p>
<p>STRATEGY 5.4B Explore opportunities to benchmark St. Thomas student-progress data with data from similar universities.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE ▪ Vice-President (Academic)</p>
<p>STRATEGY 5.4C Report annually, to Senate and the Board of Governors, the results of the benchmarking study.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE ▪ Vice-President (Academic)</p>
<p>STRATEGY 5.4D Revise and expand the graduate-exit survey to include more specific information on students' post-baccalaureate study plans.</p>	<p>TIME FRAME Year 1</p>	<p>RESPONSIBLE ▪ Vice-President (Academic) ▪ Director, Institutional Research</p>
<p>STRATEGY 5.4E Coordinate internal survey data on students' post-degree experiences with similar externally mandated studies for report purposes.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE ▪ Vice-President (Academic) ▪ Director, Institutional Research</p>

Objective 5.5 To continue to improve the financial resources of the university

STRATEGY 5.5A Explore the feasibility of adopting three-year budgets.	TIME FRAME Years 1-2	RESPONSIBLE <ul style="list-style-type: none">▪ Board of Governors Finance Committee
STRATEGY 5.5B Continue to obtain equitable operating-grant support from the Provincial Government.	TIME FRAME Years 1-3	RESPONSIBLE <ul style="list-style-type: none">▪ Board of Governors▪ President
STRATEGY 5.5C With the use of defined targets, continue to optimize private giving to the University.	TIME FRAME Years 1-5	RESPONSIBLE <ul style="list-style-type: none">▪ Director, University Advancement
STRATEGY 5.5D Continue to seek and develop new fiscal partnerships and development opportunities with specified targets consistent with the academic integrity and independence of the University.	TIME FRAME Years 1-5	RESPONSIBLE <ul style="list-style-type: none">▪ President▪ Director, University Advancement

Objective 5.6 To explore mechanisms for greater public transparency

STRATEGY 5.6A Make University's annual financial statements available on the web site.	TIME FRAME Year 1	RESPONSIBLE <ul style="list-style-type: none">▪ Vice-President (Finance & Administration)▪ Director, Communications and Media Relations
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GOAL 6 – To Strengthen Alumni Support

Objective 6.1 To strengthen our partnership with St. Thomas Alumni

<p>STRATEGY 6.1A Utilize the resources of the alumni to assist in the promotion and marketing of STU, including alumni participation in STU visitations, summer experience programmes, and the Co-op Education Programme.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Director, Admissions ▪ Alumni Affairs Officer
<p>STRATEGY 6.1B Investigate feasibility of assigning permanent e-mail accounts to alumni.</p>	<p>TIME FRAME Year 1</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Director, Academic Computing
<p>STRATEGY 6.1C Expand number of alumni chapters.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Alumni Affairs Officer
<p>STRATEGY 6.1D Increase contact with our future alumni by engaging current students and create an awareness of 'giving back' while they are still attending St. Thomas University.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Alumni Affairs Officer
<p>STRATEGY 6.1E Upgrade methods for collecting, maintaining and utilizing data.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Alumni Affairs Officer ▪ Director, Academic Computing
<p>STRATEGY 6.1F Develop and implement an effective Internet presence for the Alumni Affairs Office and the Alumni Association.</p>	<p>TIME FRAME Years 1-5</p>	<p>RESPONSIBLE</p> <ul style="list-style-type: none"> ▪ Alumni Affairs Officer ▪ Director, Media Relations and Communications

Appendix 1 – Mission Statement

St. Thomas University is a small, Catholic institution whose central liberal arts programme is complemented by professional programmes in education and social work. St. Thomas University takes pride in and seeks to nurture its Catholic and humanistic heritage, its concern for social issues, its interaction with the community beyond the campus and its sensitivity to the needs of individual students. A strong sense of community unites its alumni, students, staff, faculty, and friends.

We are a liberal arts institution whose roots are in the faith and tradition of the Roman Catholic Church. We continue under its sponsorship. We provide an atmosphere hospitable to faith, in which the academic study of the Roman Catholic tradition and the experience of Christian life may be pursued with respect and freedom and where non-Catholic faculty and students are recognized and supported as full and equal participants in the university community.

We are a university primarily concerned with people, ideas, and values. We are an institution with a social conscience. We are united in the belief that women and men of divergent backgrounds and abilities should have an opportunity to learn and practice critical thought and to realize their intellectual potential in an academic setting that is both responsive and stimulating.

The liberal arts, and the principles of liberal education, stand at the core of St. Thomas University. Finding new and more effective ways of studying the liberal arts is a priority. We contend that one of the roles of the university is to help people put ideas and values into action. In that belief, we offer professional programmes which reflect the knowledge, methods, and values of the liberal arts disciplines.

We take pride in welcoming students who show potential, as well as those of proven ability; those who pursue a traditional academic career and those who do not; those who study part time as well as those who study full time. We want our students to succeed, to grow in self-esteem, to experience the joy of intellectual accomplishment. We provide an educational environment in which faculty are accessible, flexible, and committed to excellence in teaching. We encourage our faculty to examine teaching and learning in a critical manner. We foster scholarship and research because we recognize their role in the advancement of knowledge, and in sustaining the quality of teaching and the intellectual life of the university.

We believe that learning engages the whole person; we seek to provide an environment conducive to enriching student life. In this regard, pastoral care is of special concern.

Our shared campus with the University of New Brunswick provides our students and faculty with the best of two worlds—the advantages of a small, intimate, academic community and the amenities of a much larger institution. We take full advantage of this arrangement, upholding our obligations under the affiliation agreement we have with our neighbouring institution, and seeking new avenues of cooperation and partnership beneficial to both communities.

We strive to preserve the tradition of academic freedom. We seek to provide a learning and working atmosphere that is free of discrimination, injustice, and violence, and that is responsive, understanding, open, and fair.

We see ourselves as an important community resource. We welcome the opportunity to share our facilities, talents, and expertise with others; to form partnerships with groups and organizations—whether they are next door or around the world—whose mission, goals, and objectives are in harmony with our own; and to provide cultural, religious, artistic, athletic, and social programming that enhances the quality of life of our city and our province.

Appendix 2 – Goals of a Liberal Education at St. Thomas University

Liberal education is an inquiry into what it means to be human - a quest to understand the rational, spiritual, and aesthetic dimensions of human life. Because St. Thomas University is devoted to open-minded inquiry, it encourages a variety of disciplinary approaches to this quest.

Liberal education is more important than ever. In a culture where image and icon often short-circuit reason, liberal education seeks to free people from thoughtless adherence to the authoritative opinions of their time and place. In an age where information is prepared for massive and quick consumption, liberal education seeks to strengthen the capacity to raise fundamental questions. In an era characterized by enormous pressures to conform, liberal education seeks to inspire the imagination and engage the spirit.

At St. Thomas University, the goals of a liberal education are pursued within a humanistic and Catholic tradition. The University aims to create an academic, cultural, and social environment in which each student can develop:

1. An independent, inquiring mind. A liberal education teaches people how to think; it does not dictate what they ought to think. It encourages, through independent reasoning and fair-minded inquiry, the recognition of unstated assumptions, the thoughtful reconsideration of received ideas, and the challenging of simplistic generalizations. The liberal arts thus explore controversial and competing ideas in ways that demand informed, careful, and considered judgement.
2. A breadth of knowledge and depth of understanding. Through both general and specialized studies, a liberal education seeks to stimulate an understanding of the content, methods, and theoretical approaches of different disciplines, as well as a capacity to integrate knowledge across disciplinary boundaries.
3. An awareness of the perennial questions and new challenges confronting humanity. A liberal education encourages appreciation of the variety and complexity of circumstances and human responses to them in different times and places.
4. A depth and consistency of moral judgement. A liberal education emphasizes the seriousness and difficulty of moral and ethical issues, and the necessity of examining them thoroughly.
5. An ability to write and speak with clarity and precision. A liberal education recognizes the connection between clear thinking and effective communication. It fosters the ability to develop sustained, well-reasoned, and clearly presented arguments.
6. A capacity and life-long desire for learning. Because liberal education is a process of questioning, rather than a set of answers, it is by definition a life-long project. Liberal education seeks to create in students a love of learning and the capacity to continue their personal and intellectual development long after they have left St. Thomas University.