

TO LIVE OUR MISSION: CHANGING LIVES

Institutional Strategic Plan
2018-2023



FOREWORD

St. Joseph's College, an affiliated college of the University of Alberta, was established in 1926 to provide instruction in Catholic theology and philosophy, courses in related subject areas approved by the Faculty of Arts, research expanding the Catholic Intellectual Tradition, sacramental and pastoral services, and residences for men and women. The College's relationship with the University of Alberta exemplifies a uniquely Canadian model of Catholic higher education, grounded in the theology of encounter and engagement that Pope Francis most recently articulated in *Evangelii Gaudium* (2013). For this reason, the College's programs and research over the last 90 years have contributed to the distinctiveness of the University of Alberta as a leading university in Canada and the world.

Emerging from the broad process of reaffirming the *Identity and Mission of St. Joseph's College* (2015), the Board of Governors has initiated and approved this Strategic Plan in order to shape decision-making over the next five years. The core elements of the Plan emerge from the efforts of various working groups, along with data gleaned from interviews, focus groups, and environmental scans. By building upon the College's existing strengths, the Board calls all constituents of the College *To Live Our Mission* by continuing to engage the world with the College's commitment to the dialogue of faith and reason, and its love and care for the entirety of God's creation.¹



Archbishop Richard Smith, Chair, Board of Governors



Father Terry Kersch, CSB, President

June 2018

St Joseph's College respectfully acknowledges that it is located on Treaty 6 territory, the traditional lands of First Nations and Métis people.

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¹ See Pope St. John Paul II, Encyclical Letter *Fides et Ratio* (1998) and Pope Francis, Encyclical Letter *Laudato Si'* (2015).

I. INTRODUCTION



1. IDENTITY AND MISSION

In a recent review of its *Identity and Mission*, four pillars of the College's character clearly emerged as essential to its identity as a Catholic college: the [Catholic Intellectual Tradition](#), [Catholic Social Teaching](#), a [Welcoming Sacramental Community](#), and the [Integral Development of the Person](#). Although identified individually, in practice these four aspects are closely integrated. The Catholic Intellectual Tradition seeks the advancement of human knowledge through a complementary exploration of faith and reason. It requires the Integral Development of the Whole Person—heart, mind, body, and spirit—enabled by the activities of a Welcoming Sacramental Community that, in the spirit of Catholic Social Teaching, engages with truth and seeks justice and peace through service to others. Together, these aspects of the College guide our activities and inform the services we offer to the entire campus community,² as indeed they have throughout the College's history.

2. HISTORY

The vision behind the model of affiliation between a Catholic and public university is uniquely Canadian.³ Most Catholic colleges and universities around the world are stand-alone entities, even though in many cases the majority of their students are not Catholic. In 1926, the University of Alberta and St. Joseph's College adopted the affiliation model. This helped fulfill the desire of the founders of the University of Alberta to establish a secular university in which religious faith is recognized and respected as a significant, and indeed critical, aspect of human life.⁴ It also responded to the hopes of the Catholic community, represented at the time by Archbishop Henry Joseph O'Leary, that the University of Alberta campus would provide a welcoming and supportive environment to students of faith.

Because our founders had so much confidence in the value of the gifts that Catholicism offers to the world, they desired to engage directly in the environment of the secular university—not by proselytizing, but by demonstrating that the Catholic faith has a unique and valuable contribution to offer to humanity, to the public good, and to intellectual life as a whole.⁵

Today, we continue to believe that the University of Alberta is a better and more diverse place because of our presence, and that we are constantly inspired to be a better institution through and by our engagement with the University of Alberta.

² St. Joseph's College, *Identity and Mission* (2014), p. 2.

³ For a brief overview of the history of affiliation/federation in Canada, see the brief Parks Canada biography of Fr. Henry Carr, CSB, acknowledged as the originator of the concept: https://www.canada.ca/en/parks-canada/news/2017/06/henry_carr_c_s_b18801963.html

⁴ This engagement by religious communities is also evident in the founding of Alberta College (Methodist), established on campus in 1910, the forerunner of today's St. Stephen's College, with which St. Joseph's College collaborates on the Minor in Christian Theology. See also, Kenneth Munroe, *St. Joseph's College University of Alberta* (Victoria: Friesen Press, 2015), pp. 5-15.

⁵ Cf. Pope Francis, Apostolic Exhortation *Evangelii Gaudium* (2013), nn. 132-134.

3. ST. JOSEPH'S COLLEGE TODAY

We are proud that we provide an inclusive community for open debate of all matters, including faith. We are proud that we are changing lives through the work of excellent, caring staff, and instructors who offer a range of courses, from in-class explorations of the Christian tradition to international service learning. We are proud of our faculty's research, which further develops the Catholic Intellectual Tradition. We are proud of our ability to engage students in a more personal way, due to our relatively small size within the larger university. We are proud that we offer guidance and a welcoming, safe community to explore one's vocation in life. We are proud of the lives we have touched and occasionally saved through our expert and caring response to students in crisis. We are proud of the ways we support the larger Catholic community by assisting with the development of aspiring teachers, contributing to the professional development of educators and health care providers, teaching philosophy to seminarians, and working collaboratively with Catholic Social Services. We are proud of our direct impact on the public good through our varied responses—such as special collections, refugee sponsorships, and housing—to local, provincial, national, and international humanitarian crises. We are proud of providing a welcoming spiritual home to students, staff, faculty, and members of the wider community through our worship spaces and sacramental services. We are proud of providing the framework for the development of many permanent friendships through our residential community life and well-rounded programming. We are proud of our mentorship program that ensures a formal support structure for all first year residents in the College's women's and men's residences.

As an affiliated college of the University of Alberta, St. Joseph's College plays a complementary role in embodying the university's motto of inquiring into and teaching *Whatsoever Things are True*. Faithful to the Catholic Intellectual Tradition, our diverse undergraduate course offerings, which are all approved for university credit through the Faculty of Arts, give all University of Alberta students access to a distinct and challenging curriculum

not generally available on a secular campus. Students from a broad range of Faculties take our courses either to supplement their programs or for general interest. The College is also home to the Kule Chair, an endowed teaching and research chair in Religious Education, as well as to an excellent library housing a collection tailored to the College's course offerings and research areas.

Our dedicated and talented faculty members are responsible for the success of the College's academic contributions to the University of Alberta, and to the wider national and international academy. Student evaluations consistently attest to the excellence of our instructors. Adhering to the high standards of teaching, research, and service demonstrated by their University of Alberta counterparts, our nine tenured and tenure-track faculty members work alongside over twenty experienced contract and sessional instructors. The College's courses are offered year-round in various in-person, electronic, and blended learning formats in order to meet the needs of today's students, who frequently struggle to balance life, leisure, study, and work. Recognizing the great value of engaged learning and international experiences, the College also offers a range of service learning opportunities for University of Alberta credit. Our courses reinforce the value of a Liberal Arts education and encourage students to be actively engaged in promoting and developing a society that is grounded in social and environmental justice.

Affiliation with the University of Alberta, a member of the U15 collective of Canada's leading research-intensive universities, spurs our faculty to pursue scholarship in a variety of areas of the Catholic Intellectual Tradition. This scholarship is propelled by faith seeking understanding and protected by academic freedom. At the national and international academic level, our faculty provide leadership for academic associations, edit scholarly journals, and review the scholarly work of their peers. The College supports scholarship through the library, the granting of sabbaticals, and the possibility of Strategic and Transformative Investments in Research (STIR) grants to finance research projects.



no conflict between faith and the rigorous exercise of intellect in any discipline of the arts or sciences. This respect for the entire range of human intellectual endeavours contributes to broadening the intellect and developing engagement with society as a whole. On the other hand, extremism of any kind (secular or religious) conflicts with intellectual rigour and is challenged by our staff and faculty.⁷

Since 1927, the College has welcomed young men into its residential community. The men occupy 63 individual rooms in the historic building and have many opportunities to flourish spiritually, intellectually, and socially. Recognizing that sport contributes to the character and spirit of residents, the St. Joseph's College Men's Residence participates actively in Campus Recreation. In 2018, the Men's Residence won the University Athletics Board (UAB) Cup for the 31st consecutive year. Recognizing that women ought to be afforded the same opportunities for growth and friendship—and in accordance with its original 1926 mandate—in 2006 the College began leasing space in HUB for a small women's residence. St. Kateri House, as it became known, finally moved into the new St. Joseph's College Women's Residence in the fall of 2015, thus expanding from 14 to 284 members. The Women's Residence also participates in intramural sports and won its first Rose Bowl in 2016. In accord with the global mission of Catholic higher education, residential and educational opportunities are offered to people of all faith traditions.⁶

St. Joseph's College respects and encourages the exploration and practice of one's faith. The Catholic ethos permeates all of the College's activities, including its respect for other faith traditions. In this way the College adds a significant dimension to the diversity of the modern secular academy. We affirm and teach that there is

Our Chaplaincy and Campus Ministry provide regular opportunities for Catholics to participate in the Church's sacramental life while at the University of Alberta. As a result, a worshipping community has grown and flourished over the past 90 years, becoming an integral and indispensable constituency of the College. This community, under the guidance of a Basilian Chaplain, includes faculty, staff, students, alumni, and professors from the University of Alberta and other institutions. Young families, in particular, appreciate our community's hospitality and the possibility of sacramental preparation for children. The permanent chapels in both the historic building and the Women's Residence are available to people of all faiths as refuges for quiet reflection and prayer.

The Campus Ministry team, in collaboration with the Chaplaincy, includes professional staff and committed volunteers. It provides a range of pastoral care and crisis intervention services for all people at the University of Alberta. Inspired by Christ's example of affirming the dignity of every person he encountered, the team welcomes and supports the integral human development of all. This includes each person's relationship with God, mental health, continued academic achievement, and the pursuit of healthy and balanced lifestyles.

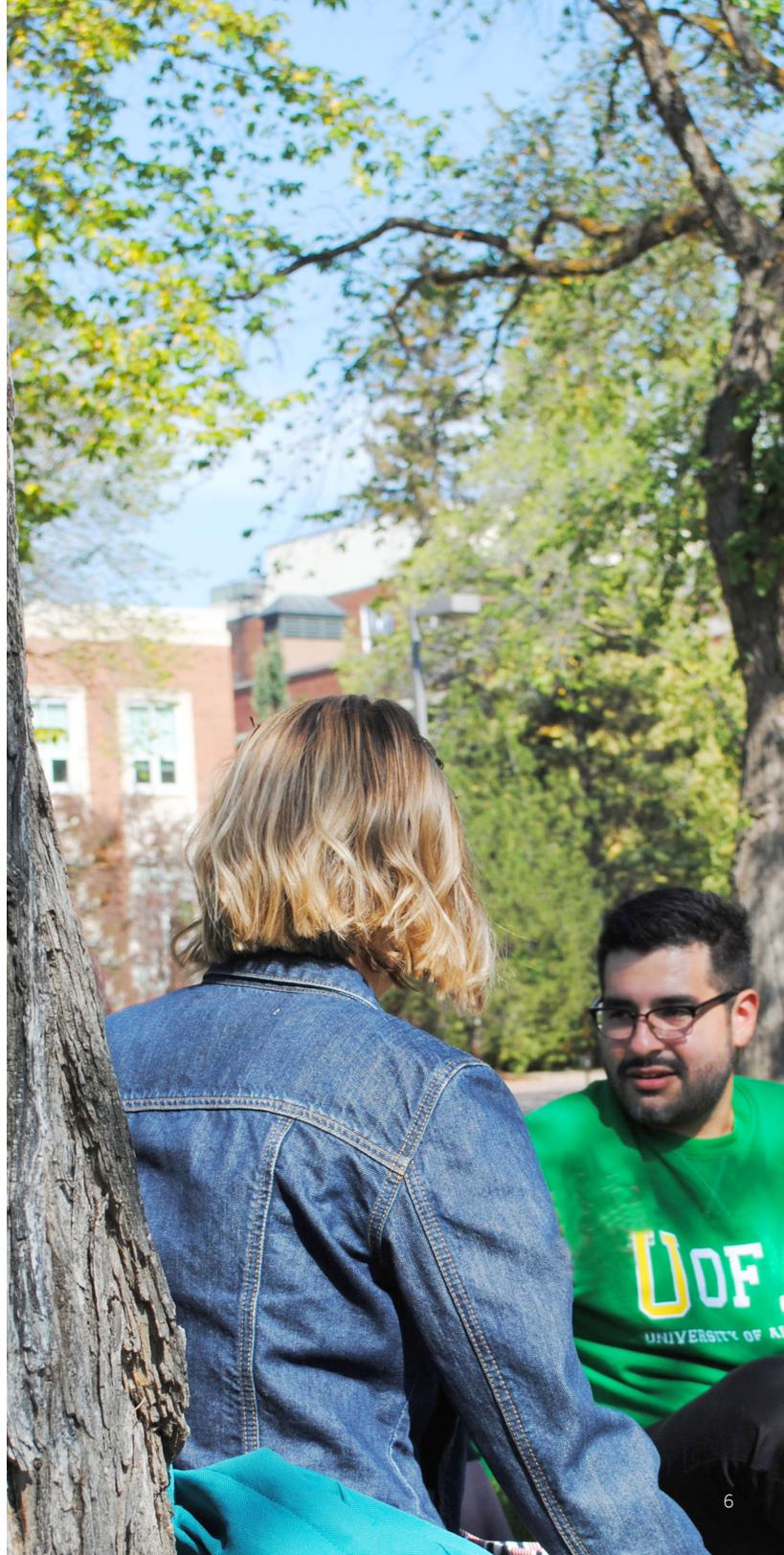
⁶ Cf. St. Joseph's College, *Identity and Mission*, "Our Mission", p. 1.

⁷ Cf. Pope St. John Paul II, Apostolic Constitution *Ex Corde Ecclesiae* (1990), n.32: "If need be, a Catholic University must have the courage to speak uncomfortable truths which do not please public opinion, but which are necessary to safeguard the authentic good of society."

Finally, our relatively small size and streamlined procedures give us the agility to respond quickly to educational opportunities in our local, provincial, national, and international environments. Moreover, modern technology and pedagogical methods provide opportunities to reach a potential student base that could not have been imagined in 1926, and thereby considerably expand our ability to engage the world with our distinctive gifts. Our outreach is no longer restricted by bricks and mortar.

The fast moving contemporary social and political environment affords the College opportunities to contribute to the public good by providing a reflective and thoughtful space within which to delve expertly into social and political questions from the broader and unique perspectives of Catholic philosophy and theology. This includes continuing to reflect on and respond to the *Final Report* and *Calls to Action* (2015) of the Truth and Reconciliation Commission, particularly with respect to our course offerings, research, and relations with members of Indigenous communities. We believe that these perspectives enrich and broaden public debate.

The rich and varied activities of the College's distinct components provide ground for creative collaboration. We embrace the challenge of finding ways that Academics, Residences, Campus Ministry, and the Worshipping Community can continue to support and augment each other's undertakings. Our affiliation with the University of Alberta also fosters a dialogue and builds relationships that enhance both the College and the University, and benefit the broader community.



4. STAKEHOLDERS' VIEWS

Through consultation with faculty, staff, students, residents, and the worshipping community, the College identified factors that currently affect its long-term goals. These factors, evaluated in light of our *Identity and Mission*, provide the framework for developing our strategic goals and objectives.

Stakeholders highlighted the strengths of the College: caring faculty and staff committed to the intellectual, spiritual, and psychological formation of students; a spirited residence life, now enhanced with a women's residence; a vibrant worshipping community; and the presence of the Basilian Fathers in administration, teaching, and chaplaincy.

At the same time, stakeholders identified challenges and vulnerabilities that the Strategic Plan must address. Too often an unknown entity, the College must increase its visibility by actively cultivating relationships on the University of Alberta campus and with the wider community. Academics must focus the academic direction of the College by developing a clearer curricular framework. In terms of governance, the College must make certain that there is adequate succession planning and leadership development for senior administrative positions and clarify the role of the Board of Governors vis-à-vis College administration. The College also must ensure a financially stable future as it faces budgetary changes at the University of Alberta and the possibility of government spending restraints. To this end, the College must continue to increase student enrolment and develop its donor base.

A thriving College will be a hub for students in their intellectual and spiritual pursuits, a center for the continued development of the Catholic Intellectual Tradition, and a spiritual haven at the heart of the University of Alberta.

5. STRATEGIC PLAN

To Live our Mission: Changing Lives, our institutional Strategic Plan, reaffirms our enduring commitment to infusing the *Identity and Mission* of St. Joseph's College in all of our activities. In so doing, the College can both contribute to the overall goals of the University of Alberta and meet its own aspirations. Accordingly, and in keeping with the College's Vision,⁸ we have established the following overarching objectives to guide this Strategic Plan:

1. We will promote, celebrate, and improve on what we currently do, focusing on Academics, Residence Life, Campus Ministry, the Worshipping Community, and Governance.
2. We will proactively explore new initiatives that advance the College as a vibrant intellectual and spiritual hub that is open to all and that faithfully incarnates the four pillars of its *Identity and Mission*.
3. We will engage more fully with the communities we serve, both on and beyond campus.

⁸ Cf. St. Joseph's College, *Identity and Mission* "Our Vision", p. 1.

II. STRATEGIC IMPLEMENTATION



1. ACADEMICS

Preamble:

The Academic component of the College, including the College's library, explores and develops the Catholic Intellectual Tradition, wherein students and faculty further the mission of the College. Through their commitment to excellence in teaching, research, and service, faculty members journey alongside students as both seek to shed the light of understanding on the Christian faith.

Quotes:

"the Church [...] has sponsored educational institutions dedicated to promoting the advancement of human knowledge in all its aspects" (Pillar One, SJC Identity and Mission)."

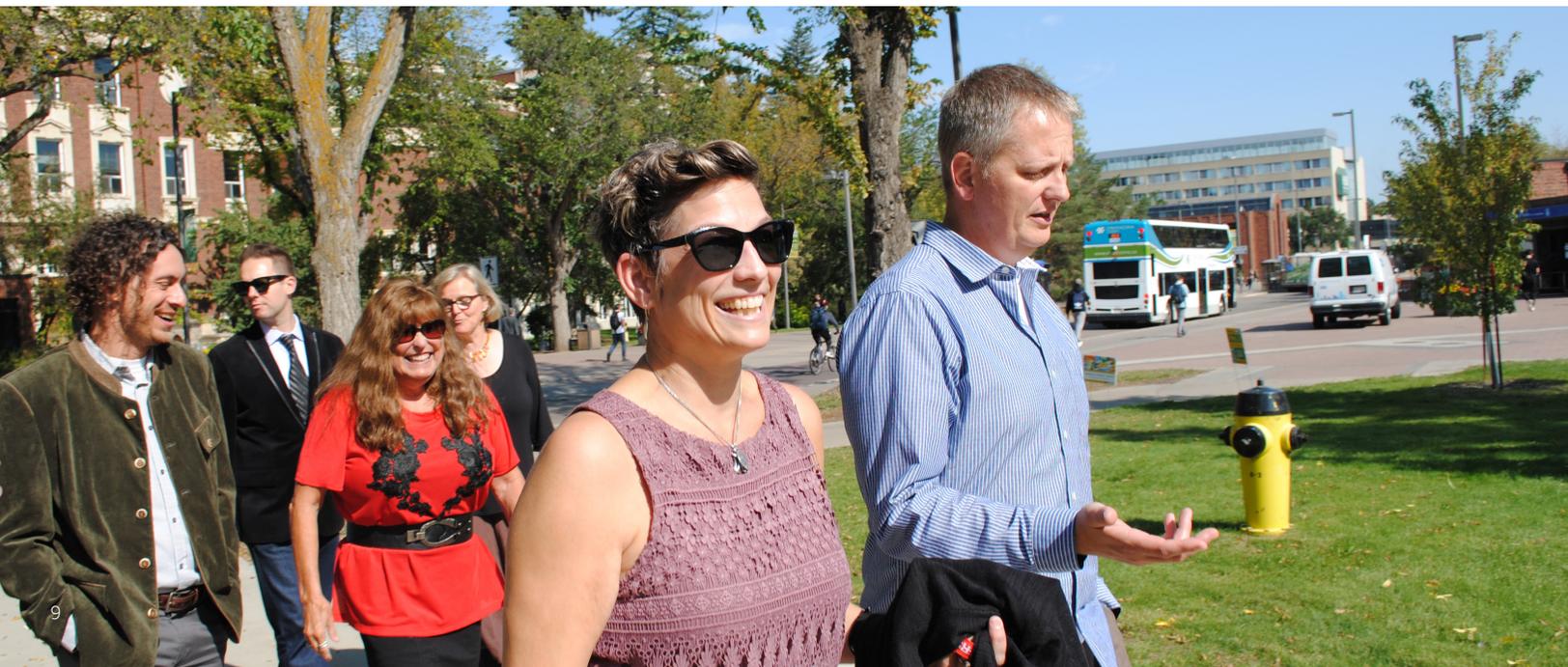
".. faculty, staff and students alike [...] explore the truth in an atmosphere characterized by respect for intellectual freedom and for diversity of ideas and worldviews." (Pillar One, SJC Identity and Mission).

Strategic Goals

1.1 Teaching: Advance our excellence in teaching the Catholic Intellectual Tradition and celebrate teaching as one of the principal contributions of the College.

1.2 Research: Become an essential resource for the Catholic Intellectual Tradition through the witness and celebration of our research, communicated to local, provincial, national, and international audiences. Utilize the advantage of our unique position at the University of Alberta and, through our research, serve as a conscience and compass for the Church's mission in the public sphere.

1.3 Service: Be sought out as a community of service and expertise, responding to society's needs through the lens of the Gospel.



Implementation

First Strategic Goal

1.1. Advance our excellence in teaching the Catholic Intellectual Tradition and celebrate teaching as one of the principal contributions of the College.

Objectives

1.1.1. Having doubled our enrolment in the past 15 years, ensure a healthy future through a sustainable enrolment growth plan that responds to local, national, and international needs and opportunities.

1.1.2. Nurture and enable the College's mission, at the core of which is the Catholic Intellectual Tradition, to flourish through our academic offerings.

1.1.3. Advance SJC's reputation of excellent student-centred teaching through creativity in diverse classroom settings, including service learning.

Second Strategic Goal

1.2 Become an essential resource for the Catholic Intellectual Tradition through the witness and celebration of our research, communicated to local, provincial, national, and international audiences. Utilize the advantage of our unique position at the University of Alberta and, through our research, serve as a conscience and compass for the Church's mission in the public sphere.

Objectives

1.2.1. Encourage the current strengths of faculty research by identifying and working with appropriate funding bodies.

1.2.2. Publicize more widely the research of our scholars as a core activity of the University for the advancement of knowledge and the life of the Church.

1.2.3. Explore establishing a Centre for Catholic Thought as a way to engage students, the community, and scholars in topics appropriate to the mission of the College in its provincial, national, and international contexts.

Third Strategic Goal

1.3 Be sought out as a community of service and expertise, responding to society's needs through the lens of the Gospel.

Objectives

1.3.1. Embark on service learning that increasingly serves the needs of our communities, while connecting students with integrated academic and formational experiences.

1.3.2. Foster and encourage faculty participation in the College's community events and faculty representation at appropriate levels of governance.

1.3.3. Encourage students in their service at the College through unique educational opportunities.

1.3.4. Support and encourage a culture of service by faculty and students engaged in the wider community.

2. RESIDENCES

Preamble:

The College offers all University of Alberta students the opportunity to live in our unique residences for men and women. The residences are committed to incorporating students into a life-giving, safe community while furthering their holistic wellness and success during their time at the University. In the residences, students experience integrated growth and development.

Quote:

"Jesus united divinity completely with humanity, and in the process confirmed the ineffable dignity and integrity of human nature in . . . both its spiritual and physical aspects Although the intellectual formation of our students is in many respects a core component of our mission, we at St. Joseph's College recognize the importance of providing an environment that supports and encourages the development of all aspects of the human person." (Pillar Four, *SJC Identity and Mission*)

Strategic Goals

2.1 Deepen the unique community life of the College's residences, and integrate them further into the larger University of Alberta framework as both Catholic and inclusive to all.

2.2 Adapt and grow with changing student demographics and needs.

2.3 Develop community life and traditions in the Women's Residence.

2.4 Integrate the residences into the larger St. Joseph's College community.

Implementation

First Strategic Goal

2.1 Deepen the unique community life of the College's residences, and integrate them further into the larger University of Alberta framework as both Catholic and inclusive to all.

Objectives

2.1.1. Deepen traditions and enhance programs to ensure new resident integration.

2.1.2. Develop outreach programs that build community among the rooms, the floors, the entire building, and between residences.

2.1.3. Develop programming that fosters resident involvement with the University of Alberta and Edmonton communities.

2.1.4. Diversify the advertising of the residences and the College.

2.1.5. Enhance connections with the University of Alberta to ensure that the wider University community better understands what our residences have to offer to people of all faith traditions.

Second Strategic Goal

2.2 Adapt and grow with changing student demographics and needs.

Objectives

2.2.1. Further develop the Mentorship Program by ensuring that mentors are residents themselves.

2.2.2. Continue to develop appropriate data gathering that helps to adjust programming and engagement in light of changing student demographics and needs.

2.2.3. Monitor effectiveness of programs.

Third Strategic Goal

2.3 Develop community life and traditions in the Women's Residence.

Objectives

2.3.1. Highlight the uniqueness of the Women's Residence.

2.3.2. Engage residents in the development of traditions.

Fourth Strategic Goal

2.4 Integrate the residences into the larger St. Joseph's College community.

Objectives

2.4.1. Engage the worshipping community to encounter and further support the residents in appropriate ways.

2.4.2. Deepen interactions between St. Joseph's College staff and residents.



3. CAMPUS MINISTRY

Preamble:

The Campus Ministry team is responsible for the holistic spiritual care of all who seek it, regardless of their faith. It focuses on the growth of the whole person—heart, mind, body, and spirit—and is dedicated to treating all who come to the College with respect, trust, and concern for their good. It provides outreach to and support for Catholic students at the University of Alberta in ways that are appropriate to a secular university. It collaborates in the effort to be a safe place to cultivate trust and communion amongst the whole College community.

Quote:

"... a sacramental community understands that every person is a unique creation of God, created in the 'image and likeness' of God. . . . We at St. Joseph's College strive to be a truly welcoming sacramental community that fulfils its mission by bringing the presence and action of God to the campus of the University of Alberta in real and concrete ways." (Pillar Three, *SJC Identity and Mission*)

Strategic Goals

- 3.1 Encourage and support the faith development of students.
- 3.2 Provide mental health support for students.
- 3.3 Encourage inter- and intra-faith conversations, and engage the community in social justice and social action.

Implementation

First Strategic Goal

3.1 Encourage and support the faith development of students.

Objectives

- 3.1.1. Coordinate faith development conferences, workshops, and celebrations.
- 3.1.2. Provide opportunities for faith development through retreats, reflection evenings, and Q&A sessions on faith, religion, and spirituality.
- 3.1.3. Foster missionary discipleship among Catholic students.
- 3.1.4. Provide a safe space to talk, inclusive of all faith traditions.
- 3.1.5. Help students discern their vocations, keeping in mind the single life, priesthood, religious life, and marriage.

Second Strategic Goal

3.2 Provide mental health support for students.

Objectives

- 3.2.1. Offer counselling and programs that support mental health.
- 3.2.2. Discern and initiate group sessions that respond to various needs (for example: anxiety, eating disorders, self-harm, and suicide prevention).
- 3.2.3. Teach the role of Christian practices such as prayer and meditation as ways of maintaining a balanced and healthy lifestyle.
- 3.2.4. Be available for appointments and drop-ins.
- 3.2.5. Devise an on-call system that allows necessary access to the appropriate personnel at the appropriate time.
- 3.2.6. Organize events that foster laughter and celebration.

Third Strategic Goal

3.3 Encourage inter- and intra-faith conversations, and engage the community in social justice and social action.

Objectives

- 3.3.1 Present opportunities for students to examine faith and social justice issues. Explore options to engage students in social justice issues and present these options, inviting students to examine the issues personally through small groups and retreats.
- 3.3.2 Encourage students to participate in social action in their broader community.
- 3.3.3 Seek opportunities for ecumenical and interfaith dialogue.





4. WORSHIPPING COMMUNITY

Preamble:

Under the pastoral care of the College's Chaplain, the worshipping community includes students, faculty, staff, and others who have found a home at St. Joseph's College as their regular place of Catholic worship and reception of the Sacraments. The worshipping community aims to integrate further into the broader life of the College and the Archdiocese of Edmonton.

Quote:

"By naming St. Joseph's College a 'sacramental community', we are stating that the College, especially those who work, study, pray and play in it, are or should be concrete signs of the presence of God who is active and present in and who loves all creation." (Pillar Three, SJC *Identity and Mission*)

Strategic goals

4.1 Expand opportunities for engagement by members of the worshipping community with the rest of the College.

4.2 Deepen the community's encounter with the Word of God in accordance with the Archdiocese of Edmonton's 5-year pastoral plan elaborated in *Living in the Word of God: Pastoral Initiatives in Support of the Archbishop's Pastoral Letter* (2017).

Implementation

First Strategic Goal

4.1 Expand opportunities for engagement by members of the worshipping community with the rest of the College.

Objectives

- 4.1.1. Foster the development of lay leadership.
- 4.1.2. Provide opportunities for the worshipping community to engage other components of the College.
- 4.1.3. Channel the passion and care that many members of the worshipping community have for the College toward the integral development of our students in appropriate ways.

Second Strategic Goal

4.2 Deepen the community's encounter with the Word of God in accordance with the Archdiocese of Edmonton's 5-year pastoral plan elaborated in *Living in the Word of God: Pastoral Initiatives in Support of the Archbishop's Pastoral Letter* (2017).

Objectives

- 4.2.1. Establish pastoral structures that invite worshipping community members to appropriate leadership responsibilities in order to engage in the existing pastoral plan and any other pastoral priorities of the Archdiocese as they arise.
- 4.2.2. Encourage and provide sufficient resources for pastoral leaders to play appropriate formation roles within the worshipping community.

5. GOVERNANCE

Preamble:

The President, together with the members of the senior administrative team and with the oversight of the Board of Governors, encourages and enables all components of the College to fulfill the College's *Identity and Mission*. Good governance of the College is rooted in Catholic Social Teaching.

Quotes:

"St. Joseph's College will continue to develop its identity as the Catholic college in the heart of the University of Alberta, ensuring that the treasure that is the Catholic Intellectual Tradition continues to be promoted in higher education in Alberta and in Canada." (Our Vision, *SJC Identity and Mission*)

"...relationships among and between administrators, faculty, support staff, students, residents, and the worshipping community and all who come to the College are characterized by mutual respect, trust and concern for the good of the other." (Pillar Four, *SJC Identity and Mission*).

Strategic goals

5.1 Deepen and broaden the College's community engagement.

5.2 Deepen the College's commitment to enhancing the distinctiveness and stature of the University of Alberta.

5.3 Renew governance procedures and processes.

5.4 Renew administrative procedures and processes.

Implementation

First Strategic Goal

5.1 Deepen and broaden the College's community engagement.

Objectives

5.1.1. Increase diversity in board membership to better reflect the people we serve.

5.1.2. Continue board membership renewal and succession planning to ensure the vitality, broad community representation, and engagement of SJC Board members.

5.1.3. Deepen the College's commitment to the recommendations of the Truth and Reconciliation Commission (TRC), given the necessity of Church leadership in this area, and the fact that Alberta and the Northwest Territories are traditional lands of a significant Indigenous population.

5.1.4. Raise the profile of the College by providing the necessary tools to enhance our communication capabilities.

5.1.5. Foster collaboration among the different components of the College.

Second Strategic Goal

5.2 Deepen the College's commitment to enhancing the distinctiveness and stature of the University of Alberta.

Objectives

5.2.1. Articulate how the identity and mission of St. Joseph's College add value and distinctiveness to the University of Alberta as a global leader.

5.2.2. Emphasize that St. Joseph's College is a contributor to and not a competitor of the University.

5.2.3. Raise the College's profile by recognizing and celebrating academic, ministry, and community achievements.

Third Strategic Goal

5.3 Renew governance procedures and processes.

Objectives

5.3.1. Review and renew the College's *Statutes* and its *Policies and Procedures Manual*.

5.3.2. Establish a comprehensive and enduring orientation and formation process for Board members.

5.3.3. Review governance decision-making processes to ensure governance excellence.

Fourth Strategic Goal

5.4 Renew administrative procedures and processes.

Objectives

5.4.1. Review and renew the College's administrative policies and procedures to ensure alignment with the strategic plan.

5.4.2. Develop policies and guiding principles for our most valued assets—our human resources.

5.4.3. Develop policies and guiding principles to ensure financial sustainability.



