St. Paul’s College
University of Manitoba

Strategic Plan 2013-2018:
Empowering a vibrant & engaged College Community

“The basic mission of a University is a continuous quest for truth through its research, and the preservation and communication of knowledge for the good of society. A Catholic University participates in this mission with its own specific characteristics and purposes.”

- Ex Corde Ecclesiae

Updated and Approved by the SPC Board of Governors: April 22, 2013
Letter of Introduction

It is my pleasure to present to the St. Paul's College Board of Governors the following Strategic Plan for St. Paul's College for the next five years. It is a combined effort of Karen Taraska-Alcock, a member of our Board of Governors, and the Rector's office, and reflects the ideas and priorities of a wide range of stakeholders who are involved in the St. Paul's College community, including students, faculty and staff.

St. Paul's College, at the University of Manitoba, is the only Roman Catholic institution of higher learning in the Province of Manitoba. As stewards of the Catholic intellectual tradition, we seek to enrich the University community while fostering a vibrant, diverse and engaged learning community that is grounded in a common search for truth by faith and reason and dedicated to the common good, through the promotion of teaching, research, service learning, liturgical celebrations and other activities. Our community includes people of different faiths and cultural backgrounds.

Regarding the role of Roman Catholic universities and colleges in the modern world, John Paul II in his 1990 Apostolic Constitution, *Ex Corde Ecclesiae*, stated:

*Being both a University and Catholic, it must be both a community of scholars representing various branches of human knowledge, and an academic institution in which Catholicism is vitally present and operative.*

*A Catholic University or College, therefore, is a place of research, where scholars scrutinize reality with the methods proper to each academic discipline, and so contribute to the treasury of human knowledge. Each individual discipline is studied in a systematic manner; moreover, the various disciplines are brought into dialogue for their mutual enhancement.*

*In addition to assisting men and women in their continuing quest for the truth, this research provides an effective witness, especially necessary today, to the Church's belief in the intrinsic value of knowledge and research.*

To give some background to the development of the Strategic Plan, in May of 2009, the St. Paul's College Board of Governors struck a Strategic Planning Committee, chaired by Ms. Taraska-Alcock, to develop a long range and practical plan for the College.¹

In 2012, a number of steps were taken leading up to the development of this current Strategic Plan document. These include:

- During the winter and spring of 2012, invitations for input were sent to stakeholders in the College community, including the directors of the different units operating in St. Paul's College.
- A draft of the Strategic Plan was written and submitted to the Board of Governors at its June, 2012, meeting.
- In September of 2012, excerpts of the Strategic Plan document specifically relating to each of the units and offices in the College were circulated to the relevant units for comments.

¹ Minutes of the meeting of the Board of Governors of St. Paul's College held on Monday, May 4th, 2009 at 4:30 p.m., Mauro Centre Board Room, 252 St. Paul's College.
• To obtain additional feedback from different stakeholders, a series of roundtables, moderated by the Rector, were conducted:
  - A roundtable with College students was held in Hanley Hall.
  - A roundtable with Employees, including staff from the Mauro Centre, the Fr. Drake Library, and College administration, was held in the Larry Desmond Faculty Lounge.
  - A roundtable with fulltime Faculty and Instructors was held in the Larry Desmond Faculty Lounge.
  - A roundtable with staff from the Chaplain’s Office and Music Ministry was held in Room 216 of the College.

Subsequent to the conclusion of the roundtables, a summary report was prepared and submitted to the Board of Governors at its meeting in January, 2013.

This Strategic Plan document is structured around eleven Strategic Priorities derived from the College’s mission statement. A total of 52 recommendations are connected to these priorities are put forward here for action in the next five years.

As Rector of St. Paul’s College, I look forward to discussing this document with members of the College’s Board of Governors as well as my colleagues and all the friends of the College as we seek to put into effect the recommendations you will read about in this document.

Yours in Christ’s Peace,

Christopher Adams
Rector, St. Paul's College at the University of Manitoba
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Executive Summary – Strategic Priorities and Recommendations

The Five Year Strategic Plan document contains a large number of recommendations based on a number of Strategic Priorities, and the means by which they can be implemented. A summary of these priorities and related recommendations are listed below:

**Strategic Priority #1: St. Paul’s College will continue to serve as a Roman Catholic institution of higher learning for people of different backgrounds while promoting and providing a unique and distinct educational experience in the Catholic intellectual tradition at the University of Manitoba.**

1. The College should ensure that the College Chapel is properly maintained with the support of Campus Ministry staff. In this way, the College through its Campus Ministry will be able to continue serving the local campus community with daily and Sunday masses.

2. The Rector should seek direction from the Archbishop of the Winnipeg Archdiocese while consulting with members of the Campus Ministry regarding whether or not a parish should be formed at St. Paul’s College.

3. In consultation with the Director of Campus Ministry, the Rector should review the Chaplain’s most recent Annual Reports with regard to the outcomes of the programs and services currently being offered. Within the context of priorities, outcomes, human resources and funds, recommendations should be made regarding which programs and services should be further promoted and areas in which activities should be curtailed or terminated.

4. An inventory of the Campus Ministry’s marketing and communications materials, including local campus advertising and digital media, should be conducted in consultation with the Director of Campus Ministry and the College’s Information Officer, with recommendations made on areas requiring updating or improvements.

5. New measures should be implemented to ensure the success of the Hanley Lecture series through advance planning and resourcing.

**Strategic Priority #2: Through the Jesuit Centre of Catholic Studies, the College will build upon its eighty-year relationship with the Jesuits of Canada.**

6. It is recommended that St. Paul’s College implement a number of measures to ensure the College is building upon its historical connection to the Jesuits and the Ignatian tradition, and that it furthers Catholic studies and scholarship at the University of Manitoba.

7. It is recommended that a program evaluation be conducted in May and June of 2013 which will include a review of outcomes relating to enrollments, courses being offered, and faculty engagement. The evaluation will help generate recommendations regarding course offerings, the efficient use of resources, and how best to partner with the University for furthering the program’s core curriculum relating to the BA Minor and a possible BA Major.

8. A new fund category, titled The Ignatian Endowment Fund, should be established.
9. The viability and means for establishing a new Chair in Catholic Studies at St. Paul’s College should be explored.

10. An online course in Catholic Studies should be designed in collaboration with the Division of Extended Education and then publicized in parishes across Manitoba.

11. Discussions should be held with members of the Catholic community, including the Archbishops of the Archdioceses of Winnipeg, St. Boniface, and Rupertsland, as well as Manitoba's Ukrainian Catholic Metropolitan Archbishop regarding the extent to which there is a need and sufficient demand for an Extended Education program comprising courses, educational workshops and other resources for those in the broader Catholic community, including parishes and lay leadership who are actively engaged in catechetical and religious education.

12. It is recommended that the Jesuit Centre for Catholic Studies re-launch the journal Perspectives.

**Strategic Priority #3: Improve the quality of student life at St. Paul’s College, increase student membership and affiliation, including those with diverse backgrounds, and build the institution with its graduates.**

13. The College should develop and implement a plan to promote student recruitment and retention of new students including high school students, international students, and mature students.

14. The College should annually review and improve the College’s student orientation week with the objective of creating a “flagship” event that showcases the wide spectrum of opportunities and benefits of St. Paul’s College Life, including academic activities, extra-curricular programs and services, social events, Campus Ministry events, and the diversity and strength of the St. Paul’s community.

15. An internal review should be done on how the College provides focused attention on “Student Affairs,” including how students are recruited, welcomed into the community, and provided with ongoing supports.

16. The College should ensure that it is identifying and monitoring student needs, interests and issues.

17. The Rector should work with senior management of the University of Manitoba to explore the feasibility and practicality of establishing a student residence at St. Paul’s College.

**Strategic Priority #4: Ensure that our College is a welcoming accessible place for students from all different backgrounds.**

18. Action should be taken to increase the awareness of St. Paul’s College as an option for public high school students to consider when choosing the University of Manitoba for their post-secondary studies.

19. St. Paul’s College will identify and establish new ways to ensure that it is providing a welcoming environment to faculty, staff and students who are Aboriginal, persons with disabilities, and persons from other equality-seeking groups.

20. A review of the demography of student enrollment at St. Paul’s College should be conducted with regard to the number and proportion of students who are international.
students. The College should then determine whether or not it should be seeking to increase the number of international students. And then, if required, develop ways by which the College can invite international students to join the College community.

**Strategic Priority #5: Ensure that the building and its infrastructure are properly maintained so that it can continue operating as a distinct Catholic institution of higher learning which is safe and functional for current and future users.**

21. In consultation with the Student Council of St. Paul’s College, major renovations should be conducted to improve the appearance and functionality of the cafeteria.

22. The College will ensure that fully functional signage and events-related information are posted in the College’s entryways and other appropriate places, including the College’s website.

23. To make St. Paul’s College an accessible building, it is recommended that two elevators be installed (or a single elevator with connections built to link the two top floor areas) and a mechanical lift for NEBAL. This should be included in the College’s 2013 Resource and Planning Allocation submission to the University of Manitoba, with follow-up submissions.

24. St. Paul’s College should work with NEBAL’s faculty and the University of Manitoba to make NEBAL more viable by making further improvements to the facility’s infrastructure.

25. The NEBAL facility should be further integrated with the broader College community by ensuring that faculty and students have opportunities to disseminate their research findings through such avenues as lunchtime presentations and panel discussions, and by promoting NEBAL activities and volunteering opportunities to students and faculty who are not directly involved in the facility.

26. The College should seek ways and resources for improving the College’s exterior appearance.

27. St. Paul’s College should continue to support and promote the College library as a significant resource to students, faculty, and the wider university community.

28. The College should ensure that individuals in the wider community who are seeking information regarding our Catholic heritage, values and traditions are made aware that they are welcome to use the services of the Fr. Harold Drake Library.

29. The Rector should consult with Library management to ensure that usage statistics are gathered annually. reviewed, with recommendations made relating to renewing the College’s commitment to the Centre’s ongoing viability.

**Strategic Priority #6: To develop, deliver and support academic and educational programs that contribute the advancement of peace and social justice locally and around the world, and to promote ecumenical and inter-religious dialogue.**

30. The mission and accomplishments of the Arthur V. Mauro Centre for Peace and Social Justice should be reviewed, with recommendations made relating to renewing the College’s commitment to the Centre’s ongoing viability.
31. A review should be conducted regarding the Mauro Centre’s outreach activities, in order to quantify the extent that it is meeting its objectives through its current human and funding resources, and to determine its resourcing requirements.

32. St. Paul’s College should further promote interfaith dialogue, especially among the Abrahamic faiths, through pre-existing units and programs within the College and in the broader university community.

33. It is recommended that at this time, the College not pursue the establishment of a Centre for Abrahamic Studies. This recommendation should be reviewed in five years (2018).

**Strategic Priority #7: To ensure that faculty are fully engaged in the College community, and are contributing members of their discipline and the broader academy community.**

34. The role of the Dean of Studies’ office and its responsibilities should be reviewed in 2014, with recommendations relating to responsibilities for the College’s mission.

35. A “plan of action” is needed to ensure that the College’s faculty and College Assembly have a sense of both historical continuity and renewal.

**Strategic Priority #8: Develop pathways of involvement, including regular activities, events and special projects, for interested alumni and friends of the College to ensure that St. Paul’s College is a relevant element in their lives.**

36. The Rector should consult with members of the College's alumni on how the College can play a more meaningful role in their lives.

37. The Rector should discuss with other members of the Association of Catholic Colleges and Universities how they have invigorated alumni relations at their own institutions, and following from this the Rector should consult with the College’s Director of Development on how some of these measures could be implemented at the College.

38. The College should explore ways by which they can reach out to alumni who are affiliated with Christian professional organizations, such as the Christian Medical and Dentistry Association.

39. The annual St. Paul’s College Alumni dinner should be re-established.

40. Consideration should be given on how the “Alumni and Friends” (or a similar entity) can be established as a viable, relevant and invigorated entity within the College community and its supporters.

41. Continue to build upon the College’s strong and fruitful relationship with the Archdiocese of Winnipeg and further develop relationships with the Archdiocese of St. Boniface and the Archeparchy of Winnipeg.

42. St. Paul’s College should explore new ways for building and maintaining relations with alumni and friends who reside in Manitoba and across the globe.

**Strategic Priority #9: Ensure that the College is able to support ongoing services and programs by nurturing its financial resources and donor relations.**

43. St. Paul’s College should develop a marketing plan which would be updated annually. This would include strategies for brand management, student and faculty recruitment, community outreach, and media relations.
44. The College should consider hiring a business development and marketing consultant or resourcing one or more persons within the College to develop this marketing plan.

45. The College should ensure it is securing sufficient resources to meet the needs of the College’s Strategic Plan. This includes resourcing an annual development and donor cultivation strategy, resource planning, fundraising, funds management and human resources for administration functions.

**Strategic Priority #10: Ensure that the College is effectively and properly governed.**

46. Review and modernize the governance bodies, structures, policies and procedures as required to ensure an active, committed knowledgeable and effective governance of St. Paul’s College and its related organizations.

47. Measures should be in place to ensure that each member of the Board of Governors understands his or her role and the principles of good governance.

48. Based on “best practices” in governance, the Board should consider implementing term limits for its members.

49. The Board should ensure that the College’s management is effectively using its human and financial resources in an economically sustainable manner, and in accordance to good management practices.

50. In consultation with the St. Paul’s College Board of Governors, the Corporate Members should create a committee to review and make recommendations regarding the entity known as “Members of the College” to ensure it is operating in accordance to the Code of Canon Law.

51. St. Paul’s College through the Rector’s and Dean’s offices should continue to work to strengthen and broaden the College’s relationship with the University of Manitoba.

**Strategic Priority #11: Ensure that measures put forward in the Five Year Strategic Plan are implemented.**

52. Once the Strategic Plan is approved, it will be necessary to implement the recommendations. The Board of Governors will receive regular updates on the progress being made on each of the recommendations.
A. Sustaining a Catholic Institution of Higher Learning, Scholarship, and Diversity

Strategic Priority #1: St. Paul's College will continue to serve as a Roman Catholic institution of higher learning for people of different backgrounds while promoting and providing a unique and distinct educational experience in the Catholic intellectual tradition at the University of Manitoba.

In partnership with the University of Manitoba, and the Archdiocese of Winnipeg, the College seeks to accomplish its goals through its programs, services, and academic units. Here we review the College’s Mission Statement, its Value Statement, and the College’s Ethos. A number of sections which follow provide details regarding how interfaith dialogue is promoted at the College, as well as how cultural diversity and access can be promoted in the coming five years.

A.1 Mission and Values

St. Paul College currently operates with the following Mission Statement: “St. Paul’s, the Catholic College in the Ignatian tradition at the University of Manitoba, serves the Church and Society by promoting learning, both secular and spiritual, through excellence in research, teaching, and service.”

In addition to the College’s Mission Statement, at St. Paul's College we value each person, the community, social justice, the search for truth by faith and reason, and ecumenical and inter-religious dialogue.

St. Paul’s College operates with the following goals and objectives:

1. To strengthen the Catholic Identity of the College.
2. To offer educational programs of the highest possible quality with a particular emphasis on programs and courses in Catholic thought.
3. To enhance student success by fostering an environment conducive to intellectual, personal, and spiritual growth.
4. To ensure the presence of qualified people in academic, governance and administrative positions who are committed to the development, communication and application of the Catholic intellectual tradition.
5. To enhance relations between the College and the Catholic community.
6. To secure the financial and physical resources necessary to support the programs and services of the College, particularly those that relate to its Catholic identity and mission.²

A.2 St. Paul’s College: Our Ethos

St. Paul’s College is committed to the social, intellectual, aesthetic, moral and spiritual growth of its community composed of students, staff, faculty, chaplains, board, and Jesuit Fathers, and to the development of justice and knowledge for all. St. Paul’s seeks to synthesize knowledge

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Approved by the SPC Board of Directors: March 5, 1986, Revised by the Board of Directors: October 3, 1994, Revised by the Board of Governors: June 7, 1999.

gained from work in the humanities and the sciences, and encourages research in order to further our understanding of human individuals, human groups and human cultures.

St. Paul's embodies the Catholic heritage, but imposes no creed. It asks only a commitment to the College Ethos, in conformity with its mission and aims, and to the continued pursuit of high academic achievement.

St. Paul's College is a liberal arts college, which expresses the Christian, Catholic, and Jesuit heritage.

Since St. Paul's College is a Christian college, it encourages active involvement of individuals interested in the study of human reality from the perspective of the Christian heritage. This perspective holds that the individual is a self-transcending unity of body and spirit, which is open to the mystery of God, a mystery most fully communicated in Jesus Christ.

St. Paul's College is specifically a Catholic college; therefore it encourages the active involvement of individuals interested in the study of human reality from the perspective of the Catholic heritage. This provides the perceptions of Christian realist philosophy, and of sacramental, mediational, and communal Catholic theology.

Since St. Paul's College is grounded in the Jesuit educational tradition, it encourages the active involvement of individuals interested in the application of the Ignatian worldview to the study of human reality. This perspective views the temporal and spiritual as interwoven and fosters the study of secular and religious subjects conjointly in order that human excellence might be expressed in men and women of right principles, in touch with their times, and in tune with their culture. It is precisely this Ignatian worldview, which integrates and justifies the Ethos of St. Paul's College in conformity with its mission and aims.3

3 Approved by the SPC Board of Directors: March 5, 1986, Revised by the Board of Directors: October 3, 1994, Revised by the Board of Governors: June 7, 1999.
A.3 Christ the King Chapel

An important component of St. Paul’s College is the Christ the King Chapel where Sunday and daily masses are regularly held. It is also the location for many of the College’s major ceremonial events, including the Academic Exercises in the fall term, Homecoming Mass, Academic Awards Ceremony (which is held during the week of the Feast of the Conversion of St. Paul), and the Installation of new rectors.

As per the 1970 Agreement between St. Paul’s College and the University of Manitoba, and in contrast to most other parts of the College, the operations and maintenance of the chapel are completely the College’s responsibility. Therefore, this part of the College operates through the support of our Campus Ministry staff with funds from the Archdiocese of Winnipeg and private donor support.

1. The College should ensure that the College Chapel is properly maintained with the support of Campus Ministry staff. In this way, the College through its Campus Ministry will be able to continue serving the local campus community with daily and Sunday masses.

2. The Rector should seek direction from the Archbishop of the Winnipeg Archdioceses while consulting with members of the Campus Ministry regarding whether or not a parish should be formed at St. Paul’s College.

In consultation with the College’s building manager, Campus Ministry will prepare a summary report regarding aspects requiring attention, including the functionality and aesthetics of the Chapel, hymnals, infrastructure, windows, security, and the sound system. Based on this, a “plan of action” with budget and schedule should be prepared for the Rector’s consideration.

A.4 Campus Ministry

The Campus Ministry is a vibrant component of St. Paul’s College. It serves students and other members of the community through the provision of the Sacraments of the Catholic Church.

3. In consultation with the Director of Campus Ministry, the Rector should review the Chaplain’s most recent Annual Reports with regard to the outcomes of the programs and services currently being offered. Within the context of priorities, outcomes, human resources and funds, recommendations should be made regarding which programs and services should be further promoted and areas in which activities should be curtailed or terminated.

4. An inventory of the Campus Ministry’s marketing and communications materials, including local campus advertising and digital media, should be conducted in consultation with the Director of Campus Ministry and the College’s Information Officer, with recommendations made on areas requiring updating or improvements.
A.4 Hanley Lecture Series

The Hanley Lecture series was established to honour Father Hanley, a past Rector of St. Paul's College. The series was to bring international scholars to the College and Winnipeg community who could speak to issues in the fields of theology and related areas. It is a “signature” event and the only one of its kind in Manitoba, however in recent years the series has not been drawing sufficiently large audiences. Furthermore, it is increasingly difficult for the College to schedule speakers for the event.

| 5. New measures should be implemented to ensure the success of the Hanley Lecture series through advance planning and resourcing. |

To ensure the success of the Hanley Lecture series in the future, the following steps will be taken:

- The existing two committee structure of having a speaker selectors’ committee and coordinating committee will be broadened to include a communications/marketing committee for scheduling press releases, doing parish outreach, designing posters, and marketing the event to the broad community.
- Funds will be allocated to allow that the stipend offered to the lecturer can be increased from $2,500 to $6,500 beginning in the 2014 year.
- The lecture should be held in late October each year so that consistent planning can be made around this period.

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5 Another important lecture is the Sol Kanee Lecture series which is coordinated by the Mauro Centre. In discussions between the Rector and the Centre’s Director, it was agreed that the Hanley lecture should be in late October or early November while the Sol Kanee lecture should be held in either the last week of September or first week of October each year.
B. The Jesuit Centre for Catholic Studies

Strategic Priority #2: Through the Jesuit Centre of Catholic Studies, the College will build upon its eighty-year relationship with the Jesuits of Canada.

Although St. Paul’s College is no longer owned or operated by Jesuits, with support from the University of Manitoba, the College continues to build upon its Ignatian tradition through the Jesuit Centre for Catholic Studies. Through the activities of Jesuit scholars and others who are employed as instructors, the Centre provides Catholic Studies courses and educational outreach to those seeking to better understand the Catholic faith.

B.1 The Catholic Studies Program

The Canadian Conference of Catholic Bishops, in its ordinances regarding the Apostolic Constitution *Ex Corde Ecclesiae*, asserted the following:

Catholic colleges shall ensure the availability of courses that will assist students in the deepening of their knowledge of the Roman Catholic tradition and in developing their capacity for sound moral discernment.6

In accordance with the above statement, St. Paul’s College offers a Catholic Studies B.A. minor through the Faculty of Arts. Courses offered through this BA minor are supported through the Jesuit Centre for Catholic Studies with the Rector having the delegated authority (by the Faculty of Arts) to oversee how the program is managed.

6. It is recommended that St. Paul’s College implement a number of measures to ensure the College is building upon its historical connection to the Jesuits and the Ignatian tradition, and that it furthers Catholic studies and scholarship at the University of Manitoba.

The Catholic Studies Program allows students to take single courses or to pursue a Minor in Catholic Studies as part of their Bachelor of Arts degree in the Faculty of Arts. In recent years management of the program has been delegated to the Rector, and he is responsible for ensuring that an appropriate sequence of courses is taught, and that qualified people are teaching them. While the core courses are taught at St. Paul’s College as well as across the university campus through different departments and faculties, the majority of courses in the program are currently taught within the College itself. At this time, courses offered through the program have been very well received, with all of the first year courses being oversubscribed, and with strong enrollment numbers found for most of the second year courses being offered.

B.1.1 Building on Current Successes

The extent to which the Jesuit Centre is successful in providing a program focused on the Catholic intellectual tradition is dependent on a number of factors including administrative

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challenges and economic challenges, the availability of faculty, and their willingness to teach courses of importance to the program. The University of Manitoba through the “Jesuit Fund Agreement” of 2005, which is in effect until 2015, provides funding for two (2) fulltime Jesuit scholars as well as funds which are used to employ sessional instructors. Students who take Catholic studies as part of their BA minor are also able to enroll in courses provided through departments such as History, Philosophy and Religion.

With these challenges in mind, we believe that there is a significant opportunity for the College to expand the current Catholic Studies Program and further develop its core curriculum. By doing so, St. Paul’s College would further serve the broader Catholic community in Manitoba while contributing to the overall academic excellence of the University of Manitoba.

To address Recommendation #7, the following actions will be implemented:

- A proposal to renew the 2005 Jesuit Academic Fund will be prepared and submitted to the Board of Governors and the University of Manitoba Provost prior to the end of 2013. This will provide a sufficient amount of time prior to the expiration of the agreement which occurs in March, 2015.

- The Rector will work to build regular lines of communications with the English Canadian Jesuit Provincial as well as the Jesuit community in Manitoba.

- With the support of the Jesuit Provincial, the College will work with other Catholic colleges with historical ties to the Jesuits and form a new network as a subset of the Association of Catholic Colleges and Universities in Canada (ACCUC).

- Through more regular communications, the College will seek to develop a stronger relationship with the Jesuits of St. Paul’s High School. This includes meeting with teachers and staff at the high school, continuing to offer dedicated scholarships to the high school, and attending high school events when invited.

- The Jesuit Centre for Catholic Studies will re-launch its journal regarding “Catholic and Ignatian Thought” under the original title, Perspective. The first issue will be in the spring of 2013, in the form of an annual or semi-annual online journal.

- At the end of June, 2013, the directorship of the Jesuit Centre for Catholic Studies, as well as the Catholic Studies Program, will be moved from the Rector’s responsibility to one of the two Jesuit Scholars who are employed fulltime at St. Paul’s College.

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7 Through a ten-year agreement signed between the University of Manitoba and St. Paul’s College on April 1, 2005, the Jesuit Academic Fund created two fulltime academic positions at St. Paul’s College, including salary and benefits, as well as $50,000 annually to support scholarly activities in the Jesuit tradition. Since the agreement came into effect, the Jesuit Centre for Catholic Studies has been able to use these funds to expand the viability of the Catholic Studies program, with the two scholars being directly involved in various ways in program management, curriculum development, research and teaching. The funds have also been used to help promote scholarly events, community outreach and to hire sessional instructors in the Catholic Studies program.

8 This will be distributed via email to the broader community and posted online at the St. Paul’s College website. (This is also discussed in a later section.)
B.1.2 Evaluating Program Outcomes and Course Offerings

In order to better understand how the Catholic Studies Program is meeting its objectives,

7. **It is recommended that a program evaluation be conducted in May and June of 2013 which will include a review of outcomes relating to enrollments, courses being offered, and faculty engagement. The evaluation will help generate recommendations regarding course offerings, the efficient use of resources, and how best to partner with the University for furthering the program’s core curriculum relating to the BA Minor and a possible BA Major.**

The evaluation should also identify new courses for inclusion in a revised core curriculum. To cite some key examples:

- Courses in Philosophy, such as Plato, Aristotle, ethics and bioethics
- Courses in the Classics
- Courses in Literature such as Shakespeare, Milton, Dante
- Courses in Religion and Theology, including Interfaith Dialogue
- Courses in Medieval History and/or Church History

A Catholic Studies program should ensure that its students are exposed to a broad range of experiences as they relate to their studies. Service Learning and Travel courses provide distinctive learning opportunities for College students, as well as in the broader university community.

Indicators that Catholic Studies faculty are engaged would include scholarly activities, both through formal and informal channels, interaction with colleagues, including the College Assembly, and regularized contact with students.

At this stage it would be sufficient that the 2013 evaluation be an *internal* evaluation led by the Centre’s Director and the Rector. Consideration should be given to having an external evaluation conducted in 2014 which would be directed by a team of three individuals who are not employed at St. Paul’s College Community.

Any recommendations for any new courses or program changes being made to the Catholic Studies program should include step-by-step directions relating to the pathways which need to be followed within the University of Manitoba’s governance structure (including Senate).

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9 The College Rector is a credentialed program evaluator with the Canadian Evaluation Society and is experienced in directing program evaluations for universities and colleges.
B.1.3 An Endowment Fund and Chair of Catholic Studies

To promote scholarship while building on the strengths of the Jesuit Centre for Catholic Studies, the following two recommendations are put forward:

8. A new fund category, titled The Ignatian Endowment Fund, should be established.

9. The viability and means for establishing a new Chair in Catholic Studies at St. Paul's College should be explored.

To accomplish the first recommendation, the St. Paul's College Foundation would consolidate some existing funds which fit the objectives of the new fund category, while also attracting new funds from donors who are interested in having the College increase its research and teaching capacity in the Jesuit Centre for Catholic Studies.

With regards to the second recommendation, the College’s Board of Governors and the Foundation would establish a joint committee to explore “best practices” for establishing a Chair in Catholic Studies, and whether or not the College should embark on a fund raising campaign to seek the necessary means for this initiative. (It should be noted that a university chair of this nature would require approximately $5 to $6 million in funds.)

B.1.4 Expanding the Reach of Catholic Studies

As the only Roman Catholic Post-Secondary institution in the province, St. Paul’s College should ensure that it is providing educational outreach to members of the broader community.

10. An online course in Catholic Studies should be designed in collaboration with the Division of Extended Education and then publicized in parishes across Manitoba.

An online course in Catholic Studies would be designed by one of the current Jesuit Scholars at St. Paul’s College and would be offered to University of Manitoba students as well as to individuals who otherwise would not have access to a Catholic Studies program, including northern communities and other parts of Manitoba.

11. Discussions should be held with members of the Catholic community, including the Archbishops of the Archdioceses of Winnipeg, St. Boniface, and Rupertsland, as well as Manitoba’s Ukrainian Catholic Metropolitan Archbishop regarding the extent to which there is a need and sufficient demand for an Extended Education program comprising courses, educational workshops and other resources for those in the broader Catholic community, including parishes and lay leadership who are actively engaged in catechetical and religious education.

To accomplish Recommendation 6, the Rector would send a letter to each Archdiocese seeking written feedback regarding the need for an Extended Education Catholic Studies program for
those located outside the campus community. Based on this, follow up meetings would be held if required and recommendations would be made regarding the feasibility, resourcing, and implementation of this new potential program.

12. It is recommended that the Jesuit Centre for Catholic Studies re-launch the journal Perspectives.

To be economically sustainable, the journal Perspectives should be done in an annual online format, with the first issue in 2013 based on new in-College activities such as panel discussions, papers previously submitted to the journal, and new materials. It will be edited by the Director of the Jesuit Centre and distributed in the form of PDF files to supporters of the College, distributed through social media, posted on the SPC website, and sent in a limited printed form to libraries.
C. College Membership and Student Life

Strategic Priority #3: Improve the quality of student life at St. Paul’s College, increase student membership and affiliation, including those with diverse backgrounds, and build the institution with its graduates.

C.1 Student Engagement

St. Paul’s College is home to two kinds of students, 1) those who have “ticked the box” on their registration to become members of the College, and 2) those who have not. The former tend to be Catholics, who have graduated from one of the four Roman Catholic high schools in Winnipeg, and primarily from either St. Mary’s Academy or St. Paul’s High School. Among those who formally join the College, there are many who rarely visit or engage in College life. And among those who have not formally joined the College are those students who simply like the College’s ambience and use the cafeteria, library and other amenities, and may also participate in its pastoral or social activities.

The College informally considers both those who register with the College and those who are not registered but are physically present as “our students” and it should be a priority to engage all students to both register and activity participate in what the College has to offer. The success of these efforts would make the College a more vibrant and successful community.

| 13. The College should develop and implement a plan to promote student recruitment and retention of new students including high school students, international students, and mature students. |
| 14. The College should annually review and improve the College’s student orientation week with the objective of creating a “flagship” event that showcases the wide spectrum of opportunities and benefits of St. Paul’s College Life, including academic activities, extracurricular programs and services, social events, Campus Ministry events, and the diversity and strength of the St. Paul’s community. |

In order to fulfill this, the following steps will be taken:

- Ensure that student information relating to enrolment and retention statistics are kept up to date, including trends and information relating to current and possible catchment areas.

- Conduct roundtables with College students to identify and respond to issues relating to their studies and quality of life as members of the College.

- Consult with other members of the Association of Catholic Colleges and Universities of Canada (ACCUC) regarding their recruitment and retention-related practices.

- Conduct a literature review as needed to better understand “best practices” for promoting recruitment and retention.
• Review and update informational and recruitment materials being used to promote St. Paul’s College, including videos and social media.\textsuperscript{10}

• Review the effectiveness of the Learning Community program which was first launched in 2012 with St. John’s College for University One students who wish to start their studies in the summer months.

• Seek opportunities to develop or renew partnerships with Manitoba high schools and parishes, through such avenues as high school visits and invitations to students and teachers to attend College events.

\textbf{C.2 An Evaluation of Student Services}

\textbf{C.2.1 Internal Review}

College students are able to access a wide range of services while doing their studies at the University of Manitoba.

\begin{quote}
\textit{An internal review should be done on how the College provides focused attention on “Student Affairs,” including how students are recruited, welcomed into the community, and provided with ongoing supports.}
\end{quote}

Incorporated into this student services review should be the following:

• Provide an inventory of all the student services/support services offered at the College (food services, library, study carrels, academic advising and mentoring, career planning, intra-mural sports and recreation, campus ministry, etc.) to identify redundancies as well as gaps as they pertain to College students within the University of Manitoba environment.

• Identify and assess peer counselling services being provided at the College for current students, and the process of referrals for those requiring these services (for example, psychological counselling, ombuds services, etc).

• Assess the extent to which there is a need for a Student Affairs Coordinator for the College community, and with regard to viability, what resources could be used toward creating and maintaining this position.

• Examine the extent to which diversity is promoted and supported in the College community, including services and supports for international student members, Aboriginal students, students with disabilities, those of diverse faiths, and both men and women.

\textsuperscript{10} A new and professional video that highlights our College, including all of our units, student groups, and facilities, has been created through our Information Office and is available to be shown to students who visit the College, including Orientation week with first year students, and is posted on our website as well as at the following URL: \url{http://www.youtube.com/watch?v=s0Lve2kgISs&feature=youtu.be}
C.2.2 Student Consultations and Input

16. The College should ensure that it is identifying and monitoring student needs, interests and issues.

This will be done by conducting roundtables, consultations, and quantitative surveys. These activities demonstrate the administration’s engagement with students and provide insights on what actions might be required.

Quantitative data will be collected on an annual or biennial basis through paper surveys (or online surveys if deemed more effective), relating to the following:

- Having a safe and welcoming environment for all students
- The condition of the building’s facilities, including classrooms, cafeteria, and public areas
- Access for persons with disabilities
- Students services and supports
- Financial awards and bursaries
- Campus Ministry activities
- Library facilities
- Food services
- Extracurricular events, including sports and social events

C.3 Establishing a St. Paul's College Student Residence

Since joining the University of Manitoba’s Fort Garry Campus in 1958, St. Paul's College has served as a bridge-way for many Catholics seeking to do their studies at the University of Manitoba. As one of our College Assembly members points out:

A residence is part of the cultural infrastructure of a thriving college. A residence presents some extended challenges in regard to maintenance and image; but it is one of the most wonderful and memorable aspects of attending university.
Residence is directly connected to enrollments, mentoring and participation.

Furthermore, as the only Roman Catholic institution of higher learning in Manitoba, consideration needs to be paid to the housing needs of students seeking to study at St. Paul’s College, including Catholics and non-Catholics from across the globe who may be seeking a residential community which is in keeping with the Ignatian tradition.

17. The Rector should work with senior management of the University of Manitoba to explore the feasibility and practicality of establishing a student residence at St. Paul’s College.
To date the Rector and our College’s Office and Building Manager have entered into exploratory discussions about the options that are available for financing, building, and operating a St. Paul’s College Residence at the University of Manitoba, and a series of options are currently being prepared for the Board of Governors consideration.

A major concern for the College is that any agreement made with the University of Manitoba and/or third parties should be designed to limit the College’s exposure to building-related debts and financial risk relating to operations. At the same time, the College will need to ensure it is maintaining control over the “Catholicity” of a new residence.

The next steps to be taken for exploring the establishment of a new College residence are as follows:

- Continue exploratory discussions with the University of Manitoba to determine further their interest in supporting a St. Paul's College residence, and the extent to which they would support and/or finance the new building and operations.
- Continue exploratory discussions with individuals in the residence-building/design industry.
- Explore the ”best practices” and financing models that are used by Catholic colleges when establishing a new residence. This will be conducted by consulting with other members of the Association of Catholic Colleges and Universities in Canada (ACCUC).
- Present a series of residence-related options for the College’s Board of Governors to consider; and ask that a Residence Committee be created to explore the feasibility of different financing options, including using Triple-P11 as a financing model.
- By December, 2013, a recommendation should be submitted to the College’s Board of Governors regarding whether or not the College should proceed in establishing a residence, and – if the recommendation is to proceed – make a recommended choice of the available options that is best suited to the College’s interests.

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11 Triple-P stands for “public-private partnerships.”
D. Ensuring College Inclusiveness

Strategic Priority #4: Ensure that our College is a welcoming accessible place for students from all different backgrounds.

D.1 Public High School Outreach

As shown here (see chart), an ongoing challenge that needs to be addressed is that approximately 15% of the College’s enrollment comes from the 35 non-Catholic high schools in Winnipeg, while more than eight out of ten high school students who come directly to the College are from the four Roman Catholic high schools: St. Paul’s, St. Mary’s, St. Maurice, and St. Boniface.

Therefore, the following recommendation is put forward:

18. Action should be taken to increase the awareness of St. Paul’s College as an option for public high school students to consider when choosing the University of Manitoba for their post-secondary studies.

In September, 2012, the College launched a pilot project to find new ways to invite students from non-Catholic high schools in Winnipeg to consider St. Paul’s College for their first year of university. The following schools were targeted for personal visits by the Rector, Dean and the College’s Information Officer:

- Daniel McIntyre Collegiate
- Kelvin High School
- The Maples
- College Pierre Elliot Trudeau
- Dakota Collegiate
- Sisler High School

Information was also disseminated to guidance counselors, and making personal visits to parishes in each school’s vicinity. In November and December of 2013, the College will review enrollment data for the 2013/14 academic year and determine “lessons learned” from the public high school outreach program. This will help determine the usefulness of expanding the program. Enrollment data will be reviewed each subsequent year to monitor the extent to which the College is succeeding in these outreach efforts.
### D.2 Aboriginal Students

Currently, the proportion of self-declared “Aboriginal” students who are registered at St. Paul’s College is just over 3% of the total student population.\(^\text{12}\)

19. St. Paul’s College will identify and establish new ways to ensure that it is providing a welcoming environment to faculty, staff and students who are Aboriginal.

With regards to Aboriginal members of the University community, the following steps will be taken to promote Aboriginal involvement at St. Paul’s College:

- The Rector and Dean will collaborate with the University of Manitoba’s Executive Lead of Indigenous Achievement in order to explore and identify ways for making the College a welcoming place for Aboriginal students.
- Recruitment efforts for reaching students in the public school system who are considering the University of Manitoba for their post-secondary studies will be reviewed to ensure these are reaching Aboriginal students.
- The Dean and College Assembly will be asked to develop a strategy for inviting faculty who are Aboriginal to join the College community.
- As it does with International students, the Catholic Ministry will explore ways by which Aboriginal students can be encouraged to become active members in the College community.
- In conjunction with St. John’s College, the Office of Indigenous Achievement, and University One, consideration will be given to expanding the Learning Commons program to include Aboriginal students.
- The College will encourage the use of its facilities for Aboriginal-related events such as “The Return to Spirit” which is aimed at healing the divide between Aboriginal and non-Aboriginal people.
- The College’s Dean of Studies should monitor and report to the Board each year the annual enrollment figures for self-identified Aboriginal students.

### D.3 International Students

Currently, the University of Manitoba’s Strategic Enrolment Management (SEM) plan includes targets to increase international undergraduate enrolments until they reach 10% of the undergraduate student population and 5% of the graduate student population by 2017.\(^\text{13}\)

\(^{12}\) Based on University of Manitoba enrollment data provided to the College for the 2012-2013 school year.

\(^{13}\) Presentation by Vice Provost (Students) and Dean of Graduate Studies to University of Manitoba Senate, January 9, 2013 [Minutes, p. 4].
20. A review of the demography of student enrollment at St. Paul’s College should be conducted with regard to the number and proportion of students who are international students. The College should then determine whether or not it should be seeking to increase the number of international students. And then, if required, develop ways by which the College can invite international students to join the College community.

As part of a potential strategy to increase the number of international students at St. Paul’s College, the following should be conducted:

- Consult with the Campus Ministry on how international students are made to feel welcome.
- Review with the Mauro Centre to determine how graduate students in the Peace and Justice Program can be encouraged to become members of the College.
- Ensure that students who are doing their studies in the College with the International College of Manitoba (ICM) are made to feel welcomed and are invited to join the College when moving into their second year of studies.

D.4 Students with Disabilities

The reader is referred to Section E.3 regarding infrastructure upgrades that are required to make St. Paul’s College an accessible building.
E. College Building and Infrastructure

Strategic Priority #5: Ensure that the building and its infrastructure are properly maintained so that it can continue operating as a distinct Catholic institution of higher learning which is safe and functional for current and future users.

E.1 The Belltower Cafeteria

A significant element for anyone who works, teaches or studies in the College is the Belltower cafeteria. The cafeteria is essentially unchanged since the 1960s, yet continues to be a major centre for gatherings between classes, for breakfasts and lunches during the fall and winter terms, a place for studying, and a place for social events, including licensed “socials”.

In consultation with the Student Council of St. Paul's College, major renovations should be conducted to improve the appearance and functionality of the cafeteria.

In 2012, the Student Council obtained approval to use student association fees and other funds (including a grant from the Winnipeg Foundation) to proceed with a major series of renovations of the cafeteria. With assistance from the Board’s Building Committee as well as staff members of the College, the Student Council is moving ahead with its plans.

In the summer of 2013 the first of three major phases will be underway with repairs, painting, varnishing, windows, electrical sockets, and new lighting installed. The walls to the existing student council office will be removed in order to provide access to additional light, windows will be upgraded, and the under-used student lounge adjacent to the cafeteria will also be incorporated into the project by creating a larger entryway from the cafeteria. Furthermore, there will be a reconfiguration of the serving line for food services. In subsequent phases, as funds become available, new lockers will be purchased and installed, new cafeteria furniture will be purchased, and a new student council office will be built.

The role of the Board and the Rector’s office will be to support the student council’s efforts as they relate to renewing the cafeteria, while overseeing the work and ensuring it is done in accordance to university regulations, agreed upon timelines, with suitable financing and within budget.

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14 A few technological changes have been introduced including a computer kiosk for accessing University of Manitoba information and, in September of 2012, a new ATM banking machine was installed in the cafeteria. A review of the benefits of having this ATM machine in this location will be reviewed in the summer of 2013.

15 Office space elsewhere in the College has been allocated to the students, with plans for a later date to create a new office in a new place in another part of the cafeteria.

16 Plans are in place for the windows to be replaced by the University's Physical Plant division.
**E.2 Entryways for Visitors**

Currently the College presents a number of challenges for those entering the building, especially first-time visitors. Visitors are easily disoriented, and unable to find the classrooms or facilities they are seeking.

**22. The College will ensure that fully functional signage and events-related information are posted in the College’s entryways and other appropriate places, including the website.**

A review of signage relating to classroom locations, elevator access, and other information for visitors was been conducted by the Acting Dean and Building Manager in November of 2012. New signs will be placed in all appropriate places in 2013.

The College will review the need to build, staff, and operate a “Welcome Kiosk” using TV monitors at the entrance(s) of the College to provide an initial point of contact and information regarding events taking place. In December of 2012 an estimate was obtained for installing the system, and a decision will be made in 2013 about the timelines and available funds for installing the system. Due to the need to divert available resources to the cafeteria renovations and lockers, a reasonable target date would be that the system be made available by the summer of 2014.

The Information Officer will ensure that appropriate staff and faculty listings are provided at the main entranceway to the building, and updated on a monthly basis. This will be achieved by March of 2013.

**E.3 Access for Students with Disabilities**

Unfortunately, a large part of St. Paul’s College is inaccessible for students, staff or faculty members who have a mobility-related impairment. This includes the following areas:

- There is no access for those with wheelchairs to classrooms and offices on the top floor of the building on the South side of the College campus.
- There is no access for those with wheelchairs to classrooms, offices, and the faculty lounge on the top floor in the centre building on the East side of the College campus.
- Access to the General Office, main floor corridors and classrooms, and Hanley Hall can be achieved by entering through the front door, but not through other entries to the building, including the south-east major entry-way to the College.
- Access to the College’s lower level, including the Fr. Drake Library, Belltower Café, the Jesuit Centre for Catholic Studies, and the Fr. Jenson Theatre is only available through a circuitous route involving the use of a small elevator located in the Sinnott Building located at the far western end of the College.
- Access to the Near Eastern Biblical Archeology Laboratory (NEBAL) is by stairs only from the basement area of the College.
23. To make St. Paul’s College an accessible building, it is recommended that two elevators be installed (or a single elevator with connections built to link the two top floor areas) and a mechanical lift for NEBAL. This should be included in the College’s 2013 Resource and Planning Allocation submission to the University of Manitoba, with follow-up submissions.

It will be important that the College consult with disability services before any plans are put into effect.

**E.4 The Near Eastern Biblical Laboratory**

In 2010, St. Paul’s College approved the establishment of The Near Eastern and Biblical Archaeology Laboratory (NEBAL) within the College. NEBAL is a specialized laboratory for the study of ancient communities in the Near East and surrounding region. It is operated by Professor Haskel Greenfield and Research Associate Tina Greenfield. Both of whom are members of St. Paul’s College and hold appointments at the University of Manitoba.

By establishing such a laboratory, St. Paul’s College’s goal is to become the integrating research institution at the University of Manitoba for the study of archaeological remains relating to Biblical and Near Eastern studies. The facility also provides hands-on mentoring and training experience for students through direct contact with actual collections from Near Eastern archaeological sites that are undergoing analysis. Currently, all related archaeological remains scattered throughout the university are being gathered in this location for analysis.

**E.4.1 NEBAL Renovations and Upgrades**

The new NEBAL facility is situated in basement rooms 144 and 144B at St. Paul’s College, where previously a locker-room existed. Because it was not initially designed to be a research or teaching facility, upgrades are required.

24. St. Paul’s College should work with NEBAL’s faculty and the University of Manitoba to make NEBAL more viable by making further improvements to the facility’s infrastructure.

Phase 1 of the renovations of the NEBAL space has been completed and Phase 2 is to be completed in 2013. These two phases of renovation laid the groundwork for the next phases of development. They included installation of a sink, installation of cabinets and shelving, new laboratory-quality flooring, new lab furniture and task lighting, enhancement of airflow, construction and painting of an insulated outer wall, removal of lockers, installation of windows between 144 and 144B, enhanced electrical service in both 144 and 144B, a lock and door buzzer on the door to the main hallway of the College, and other room safety and functionality enhancements. It is envisioned that Phase 3 will build upon these improvements, further enhancing the research infrastructure of the laboratory.
E.4.1.2 Heightening NEBAL’s Visibility

25. The NEBAL facility should be further integrated with the broader College community by ensuring that faculty and students have opportunities to disseminate their research findings through such avenues as lunchtime presentations and panel discussions, and by promoting NEBAL activities and volunteering opportunities to students and faculty who are not directly involved in the facility.\(^{17}\)

In 2013, the College will be inviting graduate students and faculty to make presentations through the Dean’s Conversations series. Furthermore, visitors to the College will be invited to visit NEBAL, and its activities will continue to be highlighted in the College’s publications, videos, and the website. Furthermore, more opportunities for volunteers to participate with NEBAL activities will be encouraged.

E.5 The College's Exterior

Concerns have been expressed by both College members and visitors to the community about the College’s exterior appearance. A review of the College’s grounds by senior management confirms these concerns.

26. The College should seek ways and resources for improving the College’s exterior appearance.

There are three aspects to the College’s exterior requiring attention:

- Landscaping, especially between St. Paul’s College and St. John’s College, is required.
- The outside walls, particularly on the College’s building on the southern part of the property, require extensive cleaning.
- The condition of the windows throughout the building, both in terms of functionality and appearance, dictates the need to have them replaced.

The College’s will be working with the University’s Physical Plant unit as it moves towards tendering the work to improve the College’s landscaping. The College will also be discussing with the University of Manitoba the need to replace windows throughout the building, and to have work done to clean thoroughly the exterior walls.

\(^{17}\) The principle for further integrating the facility includes expanding its accessibility for people with disabilities. This is discussed in Section D.3.
E.7 Father Harold Drake Library

The Fr. Harold Drake Library at St. Paul's College focuses on supporting the teaching and research needs of faculty, staff, and students at St. Paul's College, including the University One program, the Jesuit Centre for Catholic Studies and the Arthur V. Mauro Centre for Peace and Justice.

The Library holds over 70,000 volumes including the following special collections:

- Catholic Studies: Theology and history of the Catholic Church as well as contemporary Catholic issues.
- Medieval Studies
- Philosophy (including Bernard Lonergan)
- Peace and Conflict Studies
- History (European, British, Canadian)
- French literature (20th century) and English literature

The Fr. Harold Drake Library offers a full range of library services including access to the entire University of Manitoba Libraries collections, reference and reserve services, patron print, scanning and photocopying. The Library’s attractive and comfortable study facilities offer a supportive work environment. The Library’s collections and services are open to all University of Manitoba Libraries patrons.18

27. St. Paul's College should continue to support and promote the College library as a significant resource to students, faculty, and the wider university community.

28. The College should ensure that individuals in the wider community who are seeking information regarding our Catholic heritage, values and traditions are made aware that they are welcome to use the services of the Fr. Harold Drake Library.

29. The Rector should consult with Library management to ensure that usage statistics are gathered annually.

18 Source: http://libguides.lib.umanitoba.ca/drake
F. Contributing to Peace and Justice

Strategic Priority #6: To develop, deliver and support academic and educational programs that contribute the advancement of peace and social justice locally and around the world, and to promote ecumenical and inter-religious dialogue.

F.1 The Arthur V. Mauro Centre at St. Paul’s College

F.1.1 Background, Governance and Review

The Arthur V. Mauro Centre at St. Paul’s College is dedicated to the advancement of human rights, conflict resolution, global citizenship, peace, and social justice through education, research, and outreach.

The Centre was established under the auspices of a private donation by Arthur V. Mauro. St. Paul’s College established a Centre Board of Directors which is chaired by the Rector of St. Paul’s College. The College contributes to the Centre by promoting its activities and funding its operations.

The Centre houses the Faculty of Graduate Studies’ Peace and Conflict Studies, which seek to prepare leaders in a multiplicity of contexts to make a difference locally, nationally, and globally.

The Ph.D. Program is overseen by an interdisciplinary Graduate Program Committee, which includes the Rector of St. Paul’s College. The Joint M.A. Program is a collaboration between the University of Manitoba and the University of Winnipeg, and is overseen by the Joint Discipline Committee, which includes faculty from both universities and student representatives.

30. The mission and accomplishments of the Arthur V. Mauro Centre for Peace and Social Justice should be reviewed, with recommendations made relating to renewing the College’s commitment to the Centre’s ongoing viability.

Because the Director’s term will be coming up for renewal in June, 2013, it will be necessary to conduct a review of the Centre in the early months of 2013. Elements in this review should include the following:

- The role and effectiveness of the Centre’s Director,
- The governance structure and its effectiveness,
- The extent to which the Centre’s goals are being met.

This review should be directed by members of the Board of Governors, in consultation with the Mauro Centre Board of Directors.

It should be noted that the specific procedures for appointing or re-appointing the Centre’s Director are provided in SPC By-Law No. 1/2006, Section 68.
Subsequent to this review, an internal review of the Centre should be conducted in the fall of 2013 in order to evaluate its capacity, achievements and outcomes, and to make recommendations for the Board’s consideration.

**F.2 The Mauro Centre and the Broader Community**

The Mauro Centre advances its mission within the broader community through a number of initiatives, including the Storytelling for Peace and Renewing Community (SPARC) which is an initiative of the Centre that encompasses the Winnipeg International Storytelling Festival; Storytelling on the Path to Peace; the Youth Forum on Human Rights, Peace, and Social Justice; a 6-credit master's-level Summer Institute on Storytelling for Peace and Human Rights; and the Mauro Centre Storytelling Working Group.

The Centre has run more than 100 outreach events, including major lectures, concerts for peace, film screenings, seminars, workshops, and roundtables. Notable among these is the Sol Kanee Lecture Series.

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31. A review should be conducted regarding the Mauro Centre’s outreach activities, in order to quantify the extent that it is meeting its objectives through its current human and funding resources, and to determine its resourcing requirements.

**F.3 Developing Interfaith Dialogue**

To quote from the Vatican Council II document, *The Pastoral Constitution on the Church in the Modern World*:

…the ties which unite the faithful together are stronger than those which separate them: let there be unity in what is necessary, freedom in what is doubtful, and charity in everything.\(^2\)

The College supports the Arthur Mauro Centre’s endeavours to promote dialogue between peoples of different faiths, nationalities, and cultures as part of its search to help develop peace and justice across the globe.

- The Centre’s outreach programs and graduate programs provide a welcoming environment for people of a diversity of faiths and backgrounds as evidenced by the graduate students who are from all parts of the globe and different cultures and faiths, who come to study and learn about justice and peacemaking. In some cases, students are writing theses regarding the dialogue between peoples in the Middle East.

- Several notable workshops and lectures sponsored by the Centre have been devoted to the topic of peace between the peoples of Abrahamic faiths, including Sol Kanee Lectures by Prince El Hassan bin Talal of Jordan, Rabbi Michael Melchior, and Dr. Izzeldin Abuelaish.

• The composition of the Board of Directors is built upon a foundation of religious and cultural diversity.
• The Winnipeg International Storytelling Festival presenters are grounded in a wide range of cultures and faiths.
• The Centre has a student exchange agreement with The Hebrew University of Jerusalem.
• The Director and Associate Director of the Centre each have received a research grant from the Canadian Friends of the Hebrew University.
• The Centre was able to host a small conference on peacekeeping in the Middle East which resulted in an edited book of its proceedings.
• The Centre has supported student efforts to organize an interfaith group.

Building upon the past efforts of the Mauro Centre’s management, faculty, and staff, the following recommendation is put forward:

32. St. Paul’s College should further promote interfaith dialogue, especially among the Abrahamic faiths, through pre-existing units and programs within the College and in the broader university community.

There are a number of avenues through which interfaith dialogue can be promoted at St. Paul’s College, including the Centre’s aforementioned work. Other activities should include panel discussions, special guest lectures, and “conversations” at different times in the academic year. The College should also make use of events sponsored by the Catholic Ministry, while ensuring that the College facilities are available for those promoting interfaith dialogues which are in keeping with the spirit of the College. There are also opportunities for introducing new courses in the Catholic Studies program and promoting related courses in the Department of Religion.

Examples can be found in other parts of the world of Universities and Colleges which have established centres that are devoted to interfaith dialogue, including those which promote understandings among the different Abrahamic faiths.

33. It is recommended that at this time, the College not pursue the establishment of a Centre for Abrahamic Studies. This recommendation should be reviewed in five years (2018).

At this point, the reality is that St. Paul’s College is insufficiently equipped to launch such a new Centre for Abrahamic Studies at the University of Manitoba due to the extensive funds, donor support, human resources, administrative infrastructure, and existing faculty that this would require.
G. Ensuring a Vibrant and Engaged Faculty

Strategic Priority #7: To ensure that faculty are fully engaged in the College community, and are contributing members of their discipline and the broader academy community.

G.1 Faculty Engagement and Renewal

G1.1 The Role of the College Dean

Currently the College operates with a Dean of Studies who is appointed under SPC By-Law No. 1/2006, with his or her responsibilities initially described in the St. Paul's Agreement of 1970 and outlined in the College Assembly’s by-laws.

34. The role of the Dean of Studies’ office and its responsibilities should be reviewed in 2014, with recommendations relating to its responsibilities for the College’s mission.

In order to have a review of the Dean’s responsibilities, the current Dean should work with the Rector and College Assembly to update the current job description and relevant by-laws and make recommendations for updating or revising the position’s roles and responsibilities. This includes faculty affairs, serving as the Chair of the St. Paul’s College Assembly, and recruiting, integrating and supporting new faculty members. Subsequently, a motion should be put forward to the Board of Governors for any updating of by-laws or the job description if required.

G1.2 Faculty Engagement and Renewal

35. A “plan of action” is needed to ensure that the College’s faculty and the College Assembly have a sense of both historical continuity and renewal.

In consultation with the Rector, the College Assembly and other College stakeholders, the Dean should lead the following activities:

- Faculty-related numbers and trends relating to academic disciples (eg. Arts, Sciences, etc.) membership in the College Assembly and attendance at meetings, attendance at major College events including academic exercises, and scholarly contributions need to be gathered and reported within the College’s annual statistical report.

- The Rector and Dean will work with the College’s Information Officer to develop recruitment materials, including a “benefits statement” that outlines the programs and services that are available to faculty who join the College.
• The Dean should work with the College Assembly to develop outreach activities for attracting individuals who would be suited to the College community from elsewhere in the University community.

• The Dean should develop a plan on how to energize and promote involvement among faculty in the College Assembly.

• With the Rector, the Dean should monitor the needs, interests and issues of faculty members through formal and informal channels such as consultations, brainstorming sessions and annual surveys, as well as through the College Assembly.

• The College should ensure that faculty members are actively involved in the planning and execution of any programs and services intended to benefit them.

**G.1.3 Celebrating Faculty Successes**

The visible promotion of faculty successes and outcomes, including research, scholarly endeavours, and peer reviewed publications, will help draw new faculty members to the College, as well as enhance the overall reputation of the College and the University of Manitoba. In order to improve this at St. Paul's College, the following measures are recommended:

• Maintain an up-to-date Faculty Information Package that celebrates, promotes and highlights the achievements of members of the College Assembly, including updated biographies, work in the community, prizes, and publications. This should be updated at the beginning of each academic term, and available through the SPC website and during scholar achievement events.

• Establish a working group to:
  
  o Identify ways for supporting our faculty in their scholarly pursuits and in developing pedagogical skills.
  
  o Examine ways for engaging and promoting College faculty through workshops, symposia and periodic publications.
  
  o Develop and implement a financially viable plan for promoting faculty activities in order to establish better the College's leadership in Catholic liberal education within the broader community.
H. Alumni and Community Relations

Strategic Priority #8: Develop pathways of involvement, including regular activities, events and special projects, for interested alumni and friends of the College to ensure that St. Paul’s College is a relevant element in their lives.

H.1 Alumni Relations

36. The Rector should consult with members of the College’s alumni on how the College can play a more meaningful role in their lives.

37. The Rector should discuss with other members of the Association of Catholic Colleges and Universities how they have invigorated alumni relations at their own institutions, and following from this the Rector should consult with the College’s Director of Development on how some of these measures could be implemented at the College.

38. The College should explore ways by which they can reach out to alumni who are affiliated with Christian professional organizations, such as the Christian Medical and Dentistry Association.

39. The annual St. Paul’s College Alumni dinner should be re-established.

40. Consideration should be given on how the “Alumni and Friends” (or a similar entity) can be established as a viable, relevant and invigorated entity within the College community and its supporters.

The following activities will help accomplish the goals as outlined in the above listed recommendations:

- Update the College’s data management system to ensure an effective level of communications with the College’s friends and alumni is maintained.
- Ensure that a spirit of “welcome” is provided to alumni and friends who wish to visit the College.
- Ensure that alumni are aware of the College’s offerings of scholarly materials and forums on topics and issues of relevance to Catholics and the broader community, including the Hanley Lectures, Sol Kanee Lectures, access to Catholic studies courses, etc.
- Ensure that the College is effectively communicating with alumni on College social events and activities, and providing updates through reports and letters on Foundation-related matters, e-newsletters, and the annual Belltower.
- Make the College accessible to those seeking to do research and studies within a Catholic college environment, including the use of the Father Harold Drake Library.
- Raise awareness about Catholic religious services through Ministry events and the College’s Christ the King Chapel.
Hold an annual event, such as a breakfast session, by which alumni can speak directly to the Rector and the College’s senior management.

Invite representatives of Christian professional organizations, such as the Christian Medical and Dentistry Association (CMDA), to speak to the College community.

Continue to coordinate and build upon social events by which College alumni and friends can gather, including an annual College dinner, the annual Celebration of Giving, and informal gatherings by which friends and alumni can gather to celebrate their relationship with the College.

**H.2 The Broader Catholic Community & Archdiocese of Winnipeg**

41. Continue to build upon the College’s strong and fruitful relationship with the Archdiocese of Winnipeg and further develop relationships with the Archdiocese of St. Boniface and the Archeparchy of Winnipeg.

To help build upon its current relationship with the Catholic community, the College will accomplish the following:

- The Rector will meet quarterly with the Archbishop or his designate at the Archdiocese of Winnipeg offices to ensure that a mutual understanding of priorities and goals is maintained and to further determine how the College can effectively work with the Archdiocese in serving the broader Catholic community.

- The College should develop an appropriate action plan to strengthen and nurture its relationship with parishes throughout the Archdiocese, as well as other parts of Manitoba including the Archdiocese of St. Boniface and the Archeparchy of Winnipeg.

- The College should continue to ensure that the Archbishop and his designates are welcomed to the College and invited to events and functions at the College.

- Regular College-related updates regarding news and events should be provided to the Archdiocese’s publication *The New Wine Press* and in the form of emails and other digital communications to parishes via existing parish directories.

**H.3 International Outreach**

42. St. Paul’s College should explore new ways for building and maintaining relations with alumni and friends who reside in Manitoba and across the globe.

In order to build relationships with College alumni and supporters both locally and throughout the world, the following actions will be taken:

- Create a “Senior Rector’s Advisory Council” consisting of up to ten individuals who would be willing to provide advice on an “as necessary” basis to the Rector’s office on a
wide range of issues. Examples include church leaders, international lawyers, peace negotiators, capital investors, marketers, and accomplished academics. Individuals who would be invited to join this group would fit the following criteria:

- They reside elsewhere across the globe rather than in Manitoba
- They hold positions of leadership in their own particular fields
- They serve as good living examples to those currently in the College community
- They are willing to provide advice or guidance on issues of importance to the College community

- An “Ignatian Society” will be created by the College Foundation with the purpose of utilizing and engaging the expertise and leadership skills of the College's Alumni Senior Sticks, former Council Members, Paulinians of the Year, Valedictorian and Editors of The Paulinian. Its responsibilities will be to provide regular levels of informal advice and counsel to the Rector on College's future vision and direction through social gatherings, surveys, roundtable discussions, and an exclusive annual reception on the Friday immediately prior to the Feast of the Conversion of St. Paul.

- The College will seek to work more closely with the External Relations Office of the University of Manitoba by continuing to attend university planning and information-related meetings and attending donor-related functions and events. The College will also make new efforts to ensure that senior staff members in the External Relations Office are familiar with the College and its importance to the broader community.

- Each year the University of Manitoba, through the Office of the Vice President (External), conducts overseas trips to promote student and faculty recruitment, and build alumni relations.

For countries or regions where there is sufficient interest in having access to Catholic institutions of higher learning, including those of the Ignatian tradition, St. Paul’s College will be seeking University funding and support for the Rector to join the University’s delegation for one trip per year.
I. Development and Sustainability

Strategic Priority #9: Ensure that the College is able to support ongoing services and programs by nurturing its financial resources and donor relations.

I.1 Develop a Marketing Plan

43. St. Paul’s College should develop a marketing plan which would be updated annually. This would include strategies for brand management, student and faculty recruitment, community outreach, and media relations.

44. The College should consider hiring a business development and marketing consultant or resourcing one or more persons within the College to develop this marketing plan.

To increase the College’s visibility and understandings amongst stakeholders and in the wider community, the plan would include:

- Strategies to keep internal constituencies informed, involved and invested
- Strategies to keep external constituencies – alumni, donors and friends – informed, involved and invested
- Strategies involving how best to use different media which fit the ethos of the College, including face-to-face, verbal, visual, written, online and social media, and combinations thereof, as appropriate to meet objectives.

In conjunction with a new marketing plan, the College needs to re-evaluate its corporate reputation and brand, including marketing materials and visuals. This is to ensure that the College is using materials that are strong, appealing, easily recognizable, can be used in a variety of communications and media, and in accordance with relevant University of Manitoba guidelines.

To ensure that the College’s image and messages are professionally and consistently communicated, it is important that there is centralized authority, through the Rector’s Office, which is responsible for overseeing the coordination and approval of all external communications.

I.2 The Development Officer

St. Paul’s College has a Foundation which is responsible for fundraising and the stewardship of the College’s funds. An agreement has been reached between the College Board and its Foundation, whereby the College, on behalf of the Foundation will take the lead role in the development of a funds development plan (cultivation strategy). Therefore, the Foundation Office serves as the College’s de facto “Development Office.”
45. The College should ensure it is securing sufficient resources to meet the needs of the College’s Strategic Plan. This includes resourcing an annual development and donor cultivation strategy, resource planning, fundraising, funds management and human resources for administration functions.

Activities to develop further the College’s relationship with the Foundation include:

- The Foundation should take the lead role in the development of an annual fundraising plan/donor cultivation Strategy, in consultation with the Rector.
- The College marketing lead, in consultation with the Foundation Office, would help prepare materials as well as fund raising materials to keep external constituencies – alumni, donors and friends – informed, involved and invested.
- The Foundation Board will continue to be responsible for actual fundraising – in terms of participating in events, making calls, setting up fundraising committees and so on - and the stewardship of the funds.
- The Foundation Office will take the lead role in the following functions: administration, funds management, database management, policies and procedures, gift processing, volunteer management including liaising with the Foundation “sales” teams.
- The Foundation will provide the financing required to staff sufficiently the needs of the Foundation Office as it relates to Development, including the fundraising plan and the related materials.
J. Governance

Strategic Priority #10: Ensure that the College is effectively and properly governed.

St. Paul’s College operates with a number of governing bodies, including its Corporate Members, the St. Paul’s College Board of Governors, the St. Paul’s College Foundation Board of Directors, and the Arthur V. Mauro Centre for Peace and Justice Board of Directors.

J.1 Board of Governors

J.1.1 Governance Review

In order to implement this recommendation, the following actions will be taken:

- Undertake a review of the St. Paul’s College Board of Governors and its affiliated Boards: the St. Paul’s College Foundation and the Mauro Centre. This review should include:
  - The relationship of the three boards to each other, and confirm whether or not independent structures are desired and warranted.
  - Each board’s scope and responsibilities, standing and ad hoc committees, and membership composition.
  - Board policies and procedures, benchmarking against best practices, and updating as needed.
  - The need to modernize meetings, including business, information and strategic sessions, governance-related matters, and long-range policy and planning.

J.1.2 Board Members

To ensure that members of the Board of Governors understand their role and are able to govern effectively, the following actions will be taken:
• Develop and update a Board Governance Manual that includes information on basic rights and legal obligations as well as College-related information:
  o The Corporate members
  o The board’s structure and operations
  o Bylaws
  o Director and committee roles and responsibilities
  o Conflict of interest policy
  o The Strategic Plan and other important reference documents
  o Policies and regulations
  o The current operating plan and budget
  o An organization chart
  o Contact & web information
  o Promotional materials
  o Information on major College units including the College Foundation and the Arthur V. Mauro Centre.

• Conduct orientation sessions for new and continuing directors and for those staff members who are working with the Board, using the Board Governance Manual and materials relating to principles of good governance as a basis for the orientation.

**48. Based on “best practices” in governance, the Board should consider implementing term limits for its members.**

Prior to implementing term limits to the College’s Board, a review should be done of best practices as they relate to the governance of post-secondary institutions and Catholic institutions. This would include:

• The University of Manitoba
• St. John’s College, University of Manitoba
• St. Paul’s High School & St. Mary’s High School
• Members of the Association of Catholic Colleges and Universities of Canada

Based on information received, a recommendation would be made to the Board of Governors regarding changes to be made in the College’s by-laws.

The College’s Board should also develop a succession plan and process, including reviewing and updating the nomination-related by-laws and procedures, and establishing a Board recruitment package that provides prospective Members with an understanding of their potential responsibilities in order that they can make an informed decision to take on an active and effective role upon joining the Board.

A plan should also be implemented for ways by which Board members can be formally appreciated and recognized for their time and commitment to the Board and St. Paul’s College.
J.1.3 Management, Planning and Review

49. The Board should ensure that the College’s management is effectively using its human and financial resources in an economically sustainable manner, and in accordance to good management practices.

Within the context of the Board’s direction and the Five-Year Strategic Plan, College staff will develop an annual operating plan and budget for Board approval, which clearly identifies plans, strategies, human and financial resources required to achieve that plan; ensure the financial affairs of the College are managed in accordance with the approved budget; and report to the Board on the progress being made towards achieving this plan.

The Board should ensure that appropriate evaluative systems for personnel assessment and performance are in place. These include:

- A regular performance review of the Rector,
- Annual performance evaluations of all College staff,
- Monitoring and reporting on student & faculty statistics,
- Annual assessments of each of the College’s units, including the Mauro Centre, NEBAL, the Father Drake Library, and Campus Ministry.

The Board’s Finance Committee should meet with the Rector and Comptroller on an annual basis to review accounting procedures being used at the College. By doing so, the Chair of the Committee should be able to report back to the Board that the College is using appropriate systems for the accounting and management of the College’s financial resources including actions to:

- Protect and effectively manage the financial assets of the College by ensuring the financial policies, internal controls, and accounting procedures are appropriate for the College.
- Ensure regular, comprehensive, and transparent reporting of the financial results and financial position of the College are being made, including management of funds held in trust.
- Ensure compliance with applicable laws and regulations pertaining to payroll and statutory remittances.
- Identify and manage the current and future financial risks faced by the College.

J.2 Corporate Members of St. Paul’s College

50. In consultation with the St. Paul’s College Board of Governors, the Corporate Members should create a committee to review and make recommendations regarding the entity known as “Members of the College” to ensure it is operating in accordance to the Code of Canon Law.
In 1999, the Jesuits transferred ownership of St. Paul’s College to the “Corporate Members of St. Paul’s College.” As per By-Law No. 1/2006, the Corporate Members are the Archbishop of Winnipeg, the Rector, the Chair and Vice Chair of the Board of Governors, Chair or the Foundation Board, a representative of the SPC Alumni, and a representative of the wide community.

The Corporate Members will create a Corporate Members Legal Review consisting of the Archbishop of Winnipeg or his designate, two Canon lawyers, and the Rector. They will meet to review all relevant by-laws to the Corporate Members and make recommendations to the Corporate Members regarding any action that may be needed to ensure the College’s ownership and governance is in accordance to Canon Law.

**J.3 The College’s Relationship with the University of Manitoba**

As St. Paul’s College continues to serve in its essential role as a Catholic liberal arts college at the University of Manitoba, the support and importance of the University’s contribution to its Mission cannot be overstated.

51. St. Paul’s College through the Rector’s and Dean’s offices should continue to work to strengthen and broaden the College’s relationship with the University of Manitoba.

To ensure St. Paul’s College continues to build upon its fruitful relationship with the University of Manitoba, the following will be done:

- The Rector will regularly attend Provost Council meetings, Senate meetings, and other key meetings that are called from time to time.
- The Rector and Dean will ensure that the College is adequately represented at the Faculty of Arts and the Faculty of Sciences.
- The College will continue to support the University of Manitoba’s Faculty of Graduate Studies’ Peace and Conflict Studies Program which is operated out of the Arthur V. Mauro Centre.
- The Rector will meet with other heads of the colleges that are located on the Fort Garry campus in order to explore the need for resuscitating the Inter-College Council (which is an entity established in the 1970 Agreement consisting of the heads of each college and the President of the University of Manitoba).
- Through the Jesuit Centre for Catholic Studies in its offering of the Catholic Studies minor, the College will collaborate with the Faculty of Arts and the Faculty of Extended Education, while also working with specific academic departments to ensure that a broad range of quality courses are being offered to students.
- The College will ensure that members of the Provost Council as well as University of Manitoba’s senior management are kept up to date on College activities and successes, through invitations to meet with the Rector, informational presentations, communiqués, social media, etc.
• Whenever it is reasonable and possible, the College will ensure that its human resourcing, budgeting and financial operations are in accordance with the University’s human resources and accounting systems.

• The College will ensure that the University’s senior administrators are invited to visit the College for academic and social events, including the Hanley Lectures, special panels, and the Celebration of Giving.

• The College will work with the University of Manitoba’s Recruitment Office to explore ways by which the College can be positively positioned for those considering a university education that includes a college environment.

• Regular communications will be maintained with the Office of External Relations in order to cultivate donor and alumni-relations for the College as well as the University as a whole.
K. Implementing the Strategic Plan

Strategic Priority #11: Ensure that measures put forward in the Five Year Strategic Plan are implemented.

52. Once the Strategic Plan is approved, it will be necessary to implement the recommendations. The Board of Governors will receive regular updates on the progress being made on each of the recommendations.

A template will be created by which activities and timelines pertaining to each recommendation will be recorded, and the progress that is being made towards accomplishing these tasks. The template will be updated on a quarterly basis, with reports included in the Rector’s report to the Board.

This template will include a table consisting of the following components:

1. The specific Recommendation,
2. Each of the tasks identified in the Strategic Plan as they pertain to the specific recommendation,
3. The timelines relating to each task,
4. The status for completing each specific task.

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>List of Tasks</th>
<th>Timelines for Accomplishment</th>
<th>Status of Task</th>
<th>Next Steps</th>
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<td>Recommendation</td>
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History of St. Paul’s College

St. Paul’s College on the University of Manitoba campus is the major Catholic higher education institution in Manitoba.

In 1926 the Oblate Fathers, with a staff of six and a student body of one hundred, opened St. Paul’s College as the first English Catholic High School for boys in the Province of Manitoba. Fr. Alphonse Simon, OMI was the first Rector. There was a rapid increase in students and the building on Selkirk Avenue soon proved inadequate. In 1931 Archbishop Sinnott, who had worked tirelessly to get the College started from as early as 1916, purchased the old Manitoba College (which had opened in 1882) at the corner of Ellice and Vaughan Streets in downtown Winnipeg and the College moved to this new location. The direction of the College passed into the hands of the diocesan clergy and Fr. C. B. Collins was appointed Rector. In the same year, the College became affiliated with the University of Manitoba.

The University of Manitoba, as founded in 1877, was a federation of three denominational colleges: St. Boniface (Catholic), St. John’s (Anglican), and Manitoba (Presbyterian). In 1888 Wesley College (Methodist) became affiliated. On October 27th, 1931, at the time of its affiliation, St. Paul’s had a staff of 15 (eight priests and seven laymen), and a total of twelve students in the University program. The University of Manitoba Yearbook for 1932, The Brown and Gold, displays the photographs of the first two graduates of the College.

At the request of the Archbishop, the Jesuit Fathers undertook direction of the College in 1933. Fr. John Holland, S.J., was appointed Rector, and Fr. Erle Bartlett, S.J. was appointed Dean of Studies. Their photographs and those of their successors line the corridor of the administrative wing of the College. In 1936, St. Mary’s College for Women became the women’s division of St. Paul’s, until the College opened on the Fort Garry campus in 1957 when it became co-educational and St. Mary’s eventually withdrew from university work.

The facilities available to the College on Ellice Avenue were never fully adequate. Largely through the generosity of Mrs. Margaret Shea, a new unit, Paul Shea Hall, had been erected, providing a separate High School building in 1932. In 1939, six more classrooms were added and paid for through the Archdiocese and generous friends of the College. By the mid-1940s, students were being turned away because of the lack of space. A building fund drive at that time was not particularly successful and attention was turned again to relocating on the University of Manitoba campus with whom ongoing negotiations about relocation had been taking place. Following a pressing invitation from the University in 1954, there was much discussion and finally a decision was made in 1956 to accept the University’s offer. In 1957 a 99-year lease for land on the campus was signed and a cornerstone was laid and blessed by Archbishop Pocock. At that ceremony, the Honourable Mr. Miller, Minister of Education, speaking on behalf of the government, congratulated the College for undertaking the move and added to the Archbishop's blessing "if you want governmental blessing, you have it." The Canada Council contributed

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$100,000 towards the construction costs. The architect was Mr. Peter Thornton, the contractors were Wallace and Aikens.

In the fall of 1958, the basic buildings and administrative offices containing classrooms, library, cafeteria, faculty offices, and the chapel were ready for the first students. About 200 registered that year.

In 1962 the Science Wing was added, containing well-furnished laboratories, further classrooms, and faculty offices. The student cafeteria was extended in 1964 and the Residence of the Jesuit Fathers was added. 1972 saw the construction of our beautiful library, a theatre to seat 200, and the addition of further classroom and faculty office space. A larger library and a student residence were part of the original plan, but were never constructed.

Presently the College is under the direction of the St. Paul's Corporation and an 18 person Board of Governors. The Archbishop of Winnipeg is the College Chancellor and the College continues to value its commitment as a Catholic College in the Jesuit tradition.

The new millennium saw the construction of the Arthur V. Mauro Centre for Peace and Justice - an addition that provides graduate and undergraduate studies in peace-building and conflict-resolution. These programs that will help the community close to home and around the globe.