

STRATEGIC PLAN

2019-2024:

**Furthering the Ignatian Mission
of our 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



St. Paul's College

Introducing the 2019-2024 Strategic Plan

It is a pleasure to present the Five-Year Strategic Plan for St. Paul's College for 2019-2023. St. Paul's College, at the University of Manitoba, is the only 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 the Catholic post-secondary educational institution in the modern world, Pope St. 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.

A number of steps led up to the development of this new Strategic Plan leading up to its formal submission to the St. Paul's College Board of Governors. These include:

- On January 13, 2018, the St. Paul's College Board of Governors held a Strategic Planning half-day workshop to discuss the five pillars presented here and to elaborate on the specific actions needed.
- The five Strategic Pillars were circulated to the managers of each College unit, with a request for input.
- A working draft of the Strategic Plan was prepared and then circulated to College units for comment.
- A second version of the Strategic Plan was then circulated with the Board of Governors in December, 2018, to enable a focused discussion at the Board's January 19, 2019, weekend workshop meeting.
- Following the meeting of January 19, 2019, the Strategic Plan was updated and revised for further review, for presentation to the Board at its meeting of March 12, 2019.
- Following the approval of the Strategic Plan by the Board, a 5-Year Implementation Plan is to be written by the Rector in consultation with the unit managers in the College.

In light of our College's Mission, which is to serve as a Catholic College in the Ignatian tradition at the University of Manitoba, and to serve the Church and Society by promoting learning, both secular and spiritual, through excellence in research, teaching, and service, this Five-Year Strategic Plan is structured around five Strategic Pillars. These are:

1. Fulfilling the Catholic Mission as an Ignatian College
2. Promoting Academic Excellence
3. Nurturing a Vibrant and Engaged Community
4. Stewarding our Institutional Resources
5. Growing our Relevance to the Local and Global Community

This new Strategic Plan puts forward many initiatives, some relatively minor in scale while others are significant, with all of them relating to at least one of the five pillars. Among the most significant initiatives are the following:

- **The Jesuit Centre for Catholic Studies** in the next two years will be upgrading marketing materials, increasing visitations to Catholic high schools in the region, and completing a review and upgrade of the Jesuit Centre's website. The Jesuit Centre will be diversifying its course offerings, adding courses and offering a high quality selection of "Special Topics" courses.
- **The Near Eastern Biblical Archaeology Laboratory (NEBAL)** is a world-class research laboratory that conducts research in the Middle East on topics relating to biblical studies. In conjunction with the current director, by 2020 the College will create a detailed succession plan to prepare for the director's eventual retirement.
- Over the next two years, through the generous support of a gift from Arthur Mauro and his family, **The Arthur V. Mauro Centre for Peace and Justice at St. Paul's College** will be transformed into the Arthur V. Mauro Institute for Peace and Justice at St. Paul's College. This change will reflect the Centre's increasing ability activities to promote peace and justice through community outreach, research, and programs. Under the leadership of the Director of the Centre, an action plan will be developed in early 2019 for transforming the Centre into a full-fledged Institute. This will include a strategy for capacity development, institutional resources, research, and programs relating to peace and justice.
- St. Paul's College is committed to establishing a working group to: a) identify ways for supporting our scholars in their scholarly pursuits and in developing pedagogical skills; b) examine ways for engaging and promoting College faculty through workshops, symposia and periodic publications; and, developing and implementing a viable plan for promoting faculty activities within the broader community.
- We will continue with our negotiations for building and operating a 300-bed student residence that will serve the needs of St. Paul's College and its students, while ensuring that it supports the College's Mission and the needs of our stakeholders.
- St. Paul's College will seek to finalize a formal endorsement agreement with the Jesuits of Canada. As an Ignatian College, this will help solidify our connection to a worldwide network of faith and works.
- By the end of 2020, a program evaluation will be conducted regarding the 10-Year Jesuit Academic Funding Agreement with the University of Manitoba, with discussions to commence shortly thereafter so that the agreement may be renewed in a timely manner prior to its expiry in 2025.

- A new Certificate in Ignation Leadership will be created and launched for the 2019/20 school year, and the directors of each of the College's units, including the Jesuit Centre, the Mauro Centre for Peace and Justice, and Campus Ministry, will be asked to work together to develop a strategy for involving our students in service learning and other forms of community outreach activities.
- A Memorandum-of-Understanding pertaining to the continued use of College space for the Peace and Conflict Studies Program (including faculty, administration and instructional space) needs to be discussed and signed between the University of Manitoba Faculty of Graduate Studies and St. Paul's College. This should be done in 2019.
- We will establish a "Working Group" in the first year of this Plan which will be tasked with developing and implementing a strategy by which the College will become a more welcoming place for Indigenous students, faculty, and staff. St. Paul's College will also develop, through this new Working Group a strategy by which it can work to support the TRC's "Calls to Action."¹
- The College will be updating and creating, where necessary, its policies and procedures as they pertain to both the College and the SPC Foundation. This will be done in consultation with the Treasurer of the SPC Board of Governors and the College's Comptroller.

As Rector of St. Paul's College, I am deeply grateful for the valuable input received by staff, students, faculty, and the members of the Board of Governors and the St. Paul's College Foundation Board of Directors. With their input this document is stronger and more relevant to the task ahead of us. I look forward to discussing this document with members of the College's Board of Governors, staff, faculty and students, and other stakeholders.

Yours in Christ's Peace,



Christopher Adams, PhD
Rector, St. Paul's College at the University of Manitoba

¹ See http://www.trc.ca/websites/trcinstitution/File/2015/Findings/Calls_to_Action_English2.pdf

Table of Contents

Introducing the 2019-2024 Strategic Plan	0
Table of Contents	4
St. Paul's College: Our Mission and Values	5
Our Mission.....	5
Our Values.....	5
Strategic Pillar #1: Fulfilling the Catholic Mission as an Ignatian College	6
1.1 St. Paul's College, its Catholic Mission as an Ignatian College.....	6
1.2 Campus Ministry	6
1.3 Promoting Connections through the Jesuit Centre	7
Strategic Pillar #2: Promoting Academic Excellence	8
2.1 Our Role as a Post-Secondary Educational Institution	8
2.2 Transforming the Centre to an "Institute" for Peace and Justice	9
2.3 Celebrating Scholarly Achievements.....	9
2.4 Supporting Student Transitions.....	10
Strategic Pillar #3: Nurturing a Vibrant and Engaged Student Community	11
3.1 Our Students are Central to our Community	11
3.2 Encouraging New Members to Join	12
3.3 Building a Student Residence	12
Strategic Pillar #4: Stewarding our Institutional and Financial Resources	14
4.1 Stewarding our Institutional Resources	14
4.2 Promoting Sustainable Financial Resources	15
4.3 The College's Relationship with the University of Manitoba	16
4.4 The College's Collective Memory.....	17
Strategic Pillar #5: Growing our Relevance to the Local and Global Community	18
5.1 Devising Strategies	18
5.2 Community Links and Partnerships	18
5.3 Promoting Peace and Justice	19
Implementing the Strategic Plan	20
History of St. Paul's College	21

St. Paul's College: Our Mission and Values

St. Paul's College at the University of Manitoba, in partnership with the Archdiocese of Winnipeg, seeks to accomplish its goals through its programs, services, and academic units. Provided here is our College's Mission Statement and what we put forward as our key Values as an institution of higher learning.

Our Mission

St. Paul's 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."

Our Values

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

² Approved by the Board of Governors: June 5, 2000.

Strategic Pillar #1: Fulfilling the Catholic Mission as an Ignatian College

1.1 St. Paul's College, its Catholic Mission as an Ignatian College

Recognizing and working to fulfill the Catholic Mission of St. Paul's College is at the core of our College community. In the words of one individual who serves on the College's Board of Governors: "We must live the mission, not just know it."

As our Church evolves, it is important that we recognize that the Mission can change in step with the needs of our community and the signs of the times. We therefore need to treat our Mission as something not set in stone, but as organic and evolving.

A special feature of our College's Catholic Mission is that most of our history is as a Jesuit-owned and operated College (1933-1999) and we continue to consider our roots as being in the Jesuit tradition. However, we need to nurture our Ignatian tradition by looking forward rather than backward, in that our College interacts with the world with a need to develop both spiritually and in service to others.

What does it mean that St. Paul's College is an "Ignatian" College? The College is an educational institution that promotes learning for "the head, heart and hands" and therefore must serve the needs of students in all aspects of their life. This includes academic achievement and learning about the world, the need to worship, and personal development. This occurs through our course curriculum, daily masses, chaplaincy, student voluntarism and community outreach services, devotional artworks, and the Jesuit Centre for Catholic Studies. Rather than treating them as contrasting forces, these different aspects of the College are interwoven. In that we are an Ignatian College, it is important that we help work in the coming five years to nurture within the community the learning and practice of the Spiritual Exercises as put forward by St. Ignatius and the Jesuit order. This would be within the first year of this Plan being adopted.

In 2018, the St. Paul's College Board of Governors established a standing committee on Mission and Identity whose function is to make recommendations to the Governors in order to promote the Catholic and Ignatian values of the College. It is expected that this committee will be assigned important tasks during the life of this Strategic Plan to deal with issues and challenges regarding the Mission of St. Paul's College.

1.2 Campus Ministry³

In response to prompting arising through discerning the inspiration of the Holy Spirit, over the next five years and beyond, the College's Campus Ministry will continue to further the well-being of those who study and work at the College, and will continue to identify and provide opportunities for the following:

- 1) Building up and sustaining "a Christian community on campus, with the pastoral care and liturgical worship it requires";
- 2) Studying and reflecting on the religious nature of human beings "so that intellectual, moral, and spiritual growth can proceed together";

³ This section was prepared by Eliude Cavalcante, the SPC Director of Campus Ministry with quotes derived from "Empowered by the Spirit: Campus Ministry Faces the Future": A Pastoral Letter on Campus Ministry, United States Conference of Catholic Bishops, 1985, online: <<http://www.usccb.org/beliefs-and-teachings/how-we-teach/catholic-education/campus-ministry/empowered-by-the-spirit-table-of-contents.cfm>>.

- 3) Integrating the College's "apostolic ministry with other ministries of the local community and the diocese";
- 4) Helping "the Christian community on campus to serve its members and others, including the many nonstudents who gravitate toward the university" and the College; and
- 5) Promote the well-being of the broader society as a whole.

1.3 Promoting Connections through the Jesuit Centre

The staff and directors of the Jesuit Centre for Catholic Studies take the Centre's mission as a "Jesuit work" seriously. In conjunction with the Rector's Office, the Centre is in consistent contact with the Provincial and the local Superior, the Jesuits at Campion College, and the Directors of Jesuit Apostolates.

The Jesuit Centre will continue to host high-level lectures and symposiums, with scholars from all over North America seeking to share research with us. The Centre plans to build on its past successes by continuing to invite local and international high-profile speakers for its annual Jesuit Lecture, campus talks, lunch-hour lectures, as well as providing support for academic panels and sessions at major academic meetings and conferences.

With academics based at the Jesuit Centre who have taught courses and delivered lectures in other locations such as Canadian Mennonite University and the University of Winnipeg, the Centre hopes to build on these relationships while also raising the Centre's profile in the academic community of the Catholic Studies minor program, and putting forward a more significant profile both on- and off-campus through online avenues including social media.

Over the next five years the Jesuit Centre will continue its ongoing work to make itself an attractive place for Jesuit scholars who might visit our community for a semester or year, teach classes in the program, and share their research with the St. Paul's College community. Promotion of faculty research at conferences and in scholarly journals remains important, and resources will be available to support research projects led by sessional instructors at the Centre. Explored within the Plan's first two years will be the feasibility of creating a postdoctoral fellowship, and if implemented, this would be targeted specifically to the Jesuit scholarly community.

In conjunction with the College's entering into a formal endorsement agreement, the Jesuit Centre is also interested in working collaboratively with other Jesuit works in the local region, nationally, and internationally. There are plans to work to form closer bonds with Canadian Jesuits International as well as St. Paul's High School, St. Ignatius School and parish, and Gonzaga Middle School. Invitations for younger students to visit the College would inspire a larger sense of cooperation among Jesuit educational entities in the city and create a greater sense of awareness of St. Paul's College and the Jesuit Centre for Catholic Studies.

Strategic Pillar #2: Promoting Academic Excellence

2.1 Our Role as a Post-Secondary Educational Institution

St. Paul's College is affiliated with the University of Manitoba, one of the top 15 universities in Canada for teaching and research. All the College's students are enrolled in courses leading towards the completion of a program of study at the University of Manitoba.

St. Paul's College serves its students by ensuring they have access to high-quality educational programs and services offered by the University of Manitoba, while also providing an extra level of service and programming that are specific to the needs of its student members, including Campus Ministry, Catholic Studies, educational support, special lectures, scholarships and bursaries, and service learning.

An important aspect of our College is its reputation in the community as an Ignatian institution of higher learning. This has a direct impact for the College's ability to attract quality students, faculty and staff, as well as interested members of the community who come from all different religious and cultural backgrounds.

While all of our students and faculty are inextricably linked to the broader University of Manitoba community, through student enrollment, faculty appointments and the degree programs being offered, our College specializes and excels in a number of areas.

- With annual enrollment exceeding 400 students in its classes, **The Jesuit Centre for Catholic Studies** operates as Canada's largest Catholic Studies post-secondary program. This program is funded through both donor support as well as the 10-Year Jesuit Academic Funding Agreement with the University of Manitoba. http://umanitoba.ca/faculties/arts/departments/catholic_studies/
 - The Jesuit Centre considers itself at the forefront of the promotion of academic excellence at the College, and the Catholic Studies program has graduates currently pursuing degrees in Law, Education, Medicine, and a variety of graduate programs.
 - The Jesuit Centre's instructors feel the active recruitment of students from Catholic schools and parishes in Manitoba is key to promoting the positive and rigorous academic programming offered by the Jesuit Centre. New measures in the next two years will include upgrading marketing materials, increased visitations to Catholic high schools in the region, and a complete review and upgrade of the Jesuit Centre's website.
 - The Jesuit Centre is also focused on diversifying its course offerings, adding courses and offering a high quality selection of "Special Topics" courses within the first two years of this plan. Newly launched courses will include "Reshaping the Catholic Landscape in Canada"; "10 Great Catholics" and "The Catholic Church, Indigenous People, and Reconciliation". The online course titled Introduction to Catholic Studies will also be relaunched.
- Founded in 2001, **The Arthur V. Mauro Centre for Peace and Justice at St. Paul's College** is dedicated to the advancement of human rights, conflict resolution, global citizenship, peace, and social justice through research, education, and outreach. To fulfill its mission, the Centre creates and supports scholarly and community outreach programs. Examples of outreach activities include: the annual Winnipeg International Storytelling Festival (WISF – founded in 2006); the annual Sol Kanee Lecture series

(2003), the Dr. Philip Weiss Award for Human Rights (2012), and many other significant events. The Centre also supports the operations and activities of the PhD and Joint Masters Programs in Peace and Conflict Studies (PACS). These programs, governed by the University of Manitoba through the Faculty of Graduate Studies, attracts hundreds of applicants each year from around the globe. Graduates of the PhD program number more than 25, many of whom have earned academic positions at universities around the world. http://umanitoba.ca/mauro_centre/.

- **The Near Eastern Biblical Archaeology Laboratory (NEBAL)** is a world-class research laboratory that conducts research in the Middle East on topics relating to biblical studies. http://umanitoba.ca/colleges/st_pauls/nebal/759.html. It is under the direction of Dr. Haskel Greenfield, one of only 20 faculty at the University of Manitoba who hold the formal title of “Distinguished Professors”. In conjunction with the current director, in the next two years the College will create a detailed succession plan to prepare for the director’s eventual retirement.
- **The Fr. Harold Drake, SJ Library** at St. Paul’s College supports the teaching and research needs of staff, faculty, and students at the College, including those enrolled in University One, the International College of Manitoba (ICM), the Jesuit Centre for Catholic Studies, and the Arthur V. Mauro Centre for Peace and Justice. The Library is part of a campus-wide network and is staffed and supported by the University of Manitoba. It has a well-rounded scholarly print and electronic collection supporting Catholic Studies, Medieval History, Philosophy, and Peace and Conflict Studies. It also offers numerous scholarly online resources, Reference and Reserve services, a cozy group-study corner, an indoor garden, upgraded Wi-Fi access, improved lighting, power outlets, computers, scanners and printers, an updated security system, a new reference desk, and a lounge area for students to have quiet discussion.

2.2 Transforming the Centre to an “Institute” for Peace and Justice

Over the next two years, through the generous support of a gift from Arthur Mauro and his family, the Arthur V. Mauro Centre for Peace and Justice at St. Paul’s College will be transformed into the Arthur V. Mauro Institute for Peace and Justice at St. Paul’s College. This change will reflect the Centre’s increasing ability and activities to promote peace and justice through community outreach, research, and programs. Under the leadership of the Director of the Centre, an action plan will be developed in early 2019 for transforming the Centre into a full-fledged Institute. This will include a strategy for capacity development, institutional resources, research, and programs relating to peace and justice.

2.3 Celebrating Scholarly Achievements

Raising the visibility of the successes of our scholars, including research, scholarly endeavours, and peer reviewed publications, helps retain current faculty and attract new faculty members to the College, and enhances the overall reputation of the College and the University of Manitoba. Over the next five years, St. Paul’s College is committed to the following measures:

- Maintaining an up-to-date Faculty Information Package to highlight and celebrate the achievements of members of the College Assembly, including updated biographies, work in the community, prizes, and publications. This will be updated at the beginning of each academic term, and available through the SPC website and at scholar-related events.
- Establishing a working group to:

- Identify ways for supporting our scholars in their scholarly pursuits and in developing pedagogical skills.
- Examine ways for engaging and promoting College faculty through workshops, symposia and periodic publications.
- Develop and implement a viable plan for promoting faculty activities within the broader community.

The Dean of Studies, in consultation with the Rector, the College Assembly and other College stakeholders, will provide leadership for the following activities:

- Develop a plan on how to energize the College Assembly.
- Ensure that the awards process for students is working effectively for students, donors, and the College.
- Devise and implement a strategy to encourage and support scholarly activities that lead to the publication of Assembly member works in peer reviewed academic journals.
- Work with the College's Marketing and Communications Officer to develop a faculty recruitment package, including a "benefits statement" that outlines the programs and services that are available to faculty who join the College.
- Work with the Board of Governors Academic Advisory Committee to examine how the College can improve academic excellence and improved academic supports for student programming, including recognizing excellence and achievement.

2.4 Supporting Student Transitions

St. Paul's College, on its own and in partnership with the University of Manitoba, seeks to support students as they transition from their high school studies into the College as well as the broader University of Manitoba environment as they commence their first year studies. This includes meeting with Grade 11 and Grade 12 students when making choices about their post-secondary studies, participating in first week orientation activities, and providing ongoing supports to students as they proceed through their first year.

As students proceed into their mid- and final stages of their studies, they are seeking to explore different options pertaining to what they will do after graduation. This may include pursuing a second university degree, professional training, or launching into a career in the public or private sector. The College does provide some of transitional support and guidance to its students, in addition to what the University of Manitoba. To address the ongoing needs of student, and to ensure they are receiving sufficient levels of support, the College will conduct the following:

- Using the successful model of creating career-oriented panels for SPC students seeking specific careers in law, medicine, and the religious vocations, the Rector and Dean will meet in the summer of 2019 and devise a five-year schedule for once-per-term topics and the names of individuals to be invited to these panels. This will be presented to the SPC College Assembly for its review and approval at its September 2019 fall meeting.
- In the fall of 2019, the SPC College Assembly will be asked by the Rector and Dean to create a Student Services Committee; this committee be asked to assess the supports that students receive through the University of Manitoba's Student Affairs office, including life, health and career guidance . We would seek from this committee an overview report as well as recommendations for what types of supports the College should implement to augment those offered by the University of Manitoba.

Strategic Pillar #3: Nurturing a Vibrant and Engaged Student Community

3.1 Our Students are Central to our Community

St. Paul's College is home to many kinds of students from diverse backgrounds. They essentially are members in three ways:

1. They are University of Manitoba students who have formally joined the College. They often join because they have attended a Catholic high school, they know others who have joined, or who seek the privileges of College membership, including access to College awards and bursaries, student lockers, networking with alumni, and the use of study carrels.
2. They are University of Manitoba students who are present in our building but have not formally joined the College. Among these non-members are those who attend classes as assigned by the UM Astra classroom system, or who enjoy coming to the College for its ambience or to use the cafeteria, attend special lectures, use the library, or for pastoral or social activities.
3. They are many students in the College not enrolled as University of Manitoba students but study in a parallel private program titled the International College of Manitoba (ICM) which holds many classes in the College. Because these are not U of M students, they are disqualified from College membership. These students access our cafeteria, library, chapel and mass services, and are potential members of the College once they complete their ICM studies and join the University of Manitoba.

There are a number of areas in which we will be focusing our attention in the next five years:

- A new Certificate in Ignation Leadership will be created and launched for the 2019/20 school year, and the directors of each of the College's units, including the Jesuit Centre, the Mauro Centre for Peace and Justice, and Campus Ministry, will be asked to work together to develop a strategy for involving our students in service learning and other forms of community outreach activities.
- The College will ensure that it respects student diversity in its programs, services and facilities and we will be listening to our students through surveys with first year students during orientation week, group discussions each term between the Rector and Dean with the St. Paul's College Student Council, and other vehicles through which management will learn about their ideas, needs, and priorities. By doing this, we can continue to improve through concrete measures ways to support their needs and priorities.
- The Jesuit Centre for Catholic Studies will be building upon its successes while furthering a sense of a "program experience" for its Catholic Studies students. This will attract more students to the Catholic Studies minor and expose students in other programs to the courses and programs offered by the Jesuit Centre. Furthermore, the Jesuit Centre will take a more active role in promoting student involvement with the Centre by way of attending public lectures, social events, and meetings with existing and potential Catholic Studies students.
- The Jesuit Centre will expand the number of scholarly "voices" Catholic Studies students hear in their courses. Although the complement of full-time, continuing academic appointments in the Jesuit Centre is unlikely to change in the near future, by using existing funding sources, the Centre will seek to hire postdoctoral fellows to teach and do

research in the Jesuit Centre. Explored also will be the idea of making the Catholic Studies program into a major program.

- We will ensure that we are operating with a high level of communication between the College's administration and the St. Paul's Student Council.

3.2 Encouraging New Members to Join

The College informally considers both those who register with the College and those who are not registered but are physically present as "our students" (although not formal members) and it will be a priority in the next five years to encourage all students who are present in our community to participate in College programs and activities.

- In the fall of 2019, the Marketing and Communications Office (MCO) will be asked to provide a summary of the College's marketing activities and communications which are currently in place to reach out to those students who spend time in our building and who might consider joining the College. This will be submitted to the Rector who will then work with the Dean to identify where gaps exist for reaching out to potential student members. The MCO will then be asked to implement where new efforts are required.
- In addition to assessing the College's marketing activities and communications, SPC management will review statistics concerning "feeder" schools (both Catholic and non-Catholic) to SPC, and consider new efforts for reaching out to teenagers, parents and families through the Catholic parishes.
- Through the Rector's office and the Arthur V. Mauro Centre for Peace and Justice, graduate students enrolled in the Masters and PhD programs in Peace and Conflict Studies at the University of Manitoba will be encouraged to join St. Paul's College. An annual report will be provided by the Centre's Director and Business Manager to the Rector on the progress that is made in this regard.
- For those spending time in our building yet ineligible to join our College, such as International College of Manitoba and English as a Second Language (ESL) students, we will consult with the Director of ICM as well as the ESL program to find new ways to ensure these individuals are made to feel welcome and able to participate in what our College has to offer.
- SPC will seek to increase its student membership numbers from approximately 1,000 (as of November 2018), to 1,100 formal student members in the next five years. We anticipate that this number would be easily surpassed in the event that the SPC Student Residence (with space for 300 students) is opened during this period.

3.3 Building a Student Residence

The St. Paul's College Residence Committee, which reports to the College's Board of Governors, was created in 2013 to explore the feasibility and options for establishing a new student residence. After great effort on the part of many individuals, and based on recommendations arising from the Residence Committee, in 2016 the Board of Governors decided to proceed with plans to create a new residence based on a public-private partnership model to reduce financial exposure. The reasons for seeking a new student residence are as follows:

- Currently, individuals from outside Winnipeg who are seeking to study at a Catholic college must find accommodations elsewhere, sometimes finding themselves in places not conducive to studies or in conflict with the practice of their faith.

- Many parents of different faiths and cultural backgrounds would prefer to send their sons or daughters to a Catholic college residence; especially if it includes separate gender floors, which other residences on campus do not.
- A College residence would build a stronger sense of belonging among students who move to Winnipeg and who study at St. Paul's College. This will have long-term benefits to the College in the form of alumni relations and donor support. It will also help build an alumni network outside of Manitoba.
- The College currently has a surplus of unused property adjacent to its building and which is part of its 100-year renewable lease with the University. This property is well located at the northwest side of the campus with close access to other parts of campus.

With approval from the St. Paul's College Board of Governors, St. Paul's College is negotiating a contract with an experienced firm to finance, build and operate a 300-bed St. Paul's College student residence, including a dedicated 60 bed section for graduate students and separate gender floors for undergraduates, with safeguards in place to ensure the residence is built and operated in a manner that furthers the Mission of the College. It is expected that in the first year of this Strategic Plan, members of the College community will know whether or not negotiations have been successful.

Strategic Pillar #4: Stewarding our Institutional and Financial Resources

4.1 Stewarding our Institutional Resources

St. Paul's College contains many units that play different roles and serve different aspects of our community. This includes the Jesuit Centre for Catholic Studies, the Arthur V. Mauro Centre for Peace and Justice, the Near Eastern Biblical Archaeology Laboratory, the Harold Drake SJ Library, Campus Ministry, as well as the collective community of faculty, administrators and staff who seek to serve the Mission of St. Paul's College. All these units must be resourced so that they may function properly. Funds for these units fall under specific funding arrangements that require ongoing stewardship, oversight and, in some cases, management by the College. Furthermore, there are formal agreements between the College and specific entities that require care and attention. The most important of these are:

- The 1970 Agreement between St. Paul's College and the University of Manitoba commits the University to fund the College's operations, while the College remains responsible for food service areas, the chapel, and student housing. Other features pertain to the faculty, programs, and governance. As in previous years, the University community needs to be regularly educated on important aspects of this
- The 10-Year Jesuit Academic Funding Agreement between St. Paul's College and the University of Manitoba, which was first signed in 2005, and renewed in 2015. This provides funding for two contingency appointments and funds for sessional instructors and programming. Discussions between the Rector and the University of Manitoba President are needed, well ahead of the date in which we will require a renewal in 2025.
- An annual agreement between the Winnipeg Archdiocese and St. Paul's College to provide financial support for our Campus Ministry. This agreement was first signed as a ten-year agreement in 1999 and is now renewed on an annual basis. It is important to provide annual reports to the Archdiocese on the effectiveness of this funding.⁴

By the end of 2020, a program evaluation will be conducted regarding the 10-Year Jesuit Academic Funding Agreement with the University of Manitoba, with discussions to commence shortly thereafter so that the agreement may be renewed in a timely manner prior to its expiry in 2025.

A Memorandum-of-Understanding pertaining to the continued use of College space for the Peace and Conflict Studies Program (including faculty, administration and instructional space) needs to be discussed and signed between the University of Manitoba Faculty of Graduate Studies and St. Paul's College. This should be done in 2019.

The St. Paul's College manager of business operations will compile a full list of agreements and contracts that the College currently maintains with its vendors and service providers. This should include a strengths-weaknesses-opportunities-threats (SWOT) analysis of each

⁴ Other significant agreements include the 99-year Land Lease Agreement between St. Paul's College and the University of Manitoba. This agreement was first signed in 1958, and unless the College acts to terminate it, it will be automatically renewed in 2057. Another agreement is the 7-Year Lease Agreement between the University of Manitoba and St. Paul's College signed on April 19, 2013. This agreement provides use of the entire Sinnott Building for the Natural Resources Institute and will require renewal in 2020.

agreement, as well as any activities that the College should take to ensure it is receiving the full benefits of each agreement.⁵

4.2 Promoting Sustainable Financial Resources

The St. Paul's College Board of Governors provides leadership in stewarding our College's reputation, management, and resources. Its role encompasses overseeing management of the College in its operations as a post-secondary educational institution, as well as the College's physical properties, its finances, and the College's human resources. At the same time, much of the College's investments are stewarded by the St. Paul's College Foundation Inc., which is governed by the St. Paul's College Foundation Inc. Board of Directors.

Due to the major role the University of Manitoba plays in the life and operations of the College, it is important that College management monitor the University's activities and decision-making processes. One means of doing this is through regularly attending senior management meetings among the University deans and directors. This includes the University's Senate and Provost Council, those relating to University community relations and fundraising, accounting and finance, and other administrative entities. This is especially important when decisions are made that have a potential effect on the College.

The College's finances are complex and require work to promote their sustainability. They include:

- Funds derived through agreements with the University of Manitoba and other entities (as listed in the previous section).
- Funds from endowment funds held by the University of Manitoba which support awards, programs, and activities within the College.
- Funds derived from donor support to the St. Paul's College Foundation Inc. to support College programs and operations not covered by University of Manitoba. These include funds to support chapel maintenance, fund raising activities for student awards and bursaries, chapel maintenance and repair, funds to support Catholic Studies students, lectureships, programs and awards, the Arthur V. Mauro Centre for Peace and Justice, the Winnipeg International Storytelling Festival, and other important needs.

In 2018, the Foundation selected a new financial manager to manage the Foundation's endowment funds (approximately \$8 million). The Foundation also selected a new auditor for its annual financial reporting. Over each of the next five years, the College's Board of Governors should request that the Foundation review the performance of these new service providers and advise through its representative on the Board of Governors of any actions that the Foundation has taken as a result of these reviews.

Through its financial manager, the SPC Foundation stewards three major categories of funds: 1) general funds, 2) funds specifically designated for student awards and programs, 3) funds ("The Mauro Fund") to support the Mauro Centre and its activities.

Over the next five years:

- The College will be updating and creating, where necessary, its policies and procedures as they pertain to both the College and the SPC Foundation. This will be done in

⁵ Among the agreements the College has signed with third party service providers include those regarding the Belltower Café's operations, food and beverage vending, the ATM banking machine, and office rentals and classroom space for the International College of Manitoba.

consultation with the Treasurer of the SPC Board of Governors and the College's Comptroller.

- The Academic Advisory Committee will prepare a review based on an inventory and summary of performance of all funds held by the University of Manitoba on behalf of St. Paul's College and the SPC Foundation (including the names of the funds, the identity of funders, their terms of reference (TORs), and other relevant information). The Committee will provide recommendations to the Board of Governors based on their review.
- The Foundation will be asked to provide annual reports to the SPC Board of Governors over the next five years regarding the performance and health of funds stewarded by the Foundation.
- In conjunction with the Community Development Office, in the first year of this Strategic Plan the Foundation will be asked to review the Foundation's fundraising plans, programs, and donor stewardship activities along with its policies and procedures related to fundraising.

4.3 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, over the next five years the following actions are planned:

- The Rector will continue to attend Provost Council meetings, Senate meetings, and all other significant meetings requiring the College's representation. The Dean of Studies and other administrators in the College will also continue attending meetings as required.
- The College will continue to provide space and other forms of support to those involved in providing academic programming, including the University of Manitoba's Faculty of Graduate Studies' Peace and Conflict Studies Program.
- There is a need to preserve "institutional memory" particularly relating to the 1970 Agreement particularly due to changes that are regularly occurring in the University of Manitoba's central administration, including the appointment of a new President within the first two years of this Strategic Plan, the Rector will meet with other heads of the affiliated Colleges located on the Fort Garry campus in order to explore the need for resuscitating the Inter-College Council (ICC). The ICC is an entity established by the 1970 Agreement to promote communications and understanding between the affiliated Colleges and the central administration of the University of Manitoba. When functioning, it consists 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 continue working with the Faculty of Arts and specific academic departments to ensure that a broad range of quality courses are being offered to students.
- The College will ensure that members of Provost Council and others who are part of the University of Manitoba's senior management are kept abreast of College activities and successes. This includes providing invitations to meet with the Rector, making informational presentations, issuing communiqués, and maintaining communications through various media.

- The College will continue to ensure that its human resources, budgeting and financial operations are in accordance with the University's human resources and accounting systems.
- The College will continue to ensure that the University's senior administrators are invited to visit the College for discussions, as well as for academic and social events, including the Hanley Lectures, special panels, and the Celebration of Giving.
- The College will continue working with the University of Manitoba's Recruitment Office as well as the Registrar to explore ways by which new students can be encouraged to join the College.
- 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.

4.4 The College's Collective Memory

One form of institutional stewardship is preserving materials pertaining to the College's history. In the next five years the Fr. Harold Drake Library will continue to serve as an important institutional resource for preserving materials relating to the College's history. This includes a College archive containing newspaper clippings, editions of past issues of the student newspaper *The Paulinian*, the *Belltower* magazine, photos, yearbooks, graduation booklets, letters, documents, and artifacts pertaining to the history and development of St. Paul's College. New endeavours will include:

- In coordination with the Jesuit Centre, the librarian who oversees the Catholic holdings in the College will be coordinating with local Catholic institutions workshops, events, and lectures revolving around local Catholic history.
- The College Assembly will be asked to form a new College Archives Committee in 2019 to provide a review of our current College's practices and protocols, and to provide a report with recommendations in 2020.

Strategic Pillar #5: Growing our Relevance to the Local and Global Community

5.1 Devising Strategies

Over the next five years, St. Paul's College will continue to build on its relevance to the local and global community. To support this area, the College will devise strategies:

- In conjunction with the St. Paul's College Assembly, the Dean and the Rector will assemble a working group to develop a plan to raise the profile of St. Paul's College in the local and global community.
- In consultation with the SPC College Assembly, we will establish a working group in the first year of this Plan which will be tasked with developing and implementing a strategy by which the College will become a more welcoming place for Indigenous students, faculty, and staff.
- St. Paul's College will also develop, through the above listed new Working Group a strategy by which it can work to support the TRC's "Calls to Action."⁶
- A public relations strategy will be developed by which St. Paul's College is ensuring that it is raising its profile and effectively communicating its activities to the public. This includes the use of media releases, how it conducts media relations, and how the College uses social media.

5.2 Community Links and Partnerships

We will seek to building on existing and new partnerships to ensure that the College is relevant to the local and global community. This includes:

- As discussed under Pillar #1, St. Paul's College will seek to sign a formal endorsement agreement with the Jesuits of Canada. As an Ignatian College, we will be part of a worldwide network of faith and works.
- Through its affiliation with the University of Manitoba, St. Paul's College will remain relevant in its programming, student awards, and instructional support to over 40 faculty and 1,000 University of Manitoba students who choose to be members of the College community. Example of this includes providing space and support for students in the Peace and Conflict Studies program, and providing the Catholic Studies program through the Faculty of Arts.
- As a Catholic institution of higher learning, we will build upon our College's strong connections to the four Catholic high schools and other Catholic entities in the region, while also being visible to parents and their families with students who may not be enrolled Catholic high schools, yet would find our College relevant to their own aspirations.
- The Fr. Harold Drake SJ Library will continue to be a focal point and active scholarly hub for our College and those seeking a place to study and access scholarly works relating to Christianity as well as Peace and Conflict Studies.
- Through the Jesuit Centre for Catholic Studies, we will be promoting understandings of the Catholic Church through programs and lectures open to the public, both in St. Paul's College and in selected venues, including local parishes such as St. Ignatius Parish Church.

⁶ See http://www.trc.ca/websites/trcinstitution/File/2015/Findings/Calls_to_Action_English2.pdf

- As a Catholic College, by taking part in activities relating to community outreach through Campus Ministry (as discussed in Section 1.2). Our College will continue to provide regularly scheduled masses and the sacraments while also providing opportunities for service learning and volunteering.

5.3 Promoting Peace and Justice

- Under the Arthur V. Mauro Centre for Peace and Justice, we will continue to produce the Winnipeg International Storytelling Festival. The Festival delivers programming that reaches between four and six thousand K-12 students each year. The goals of the Festival are: to nurture the art of storytelling in Winnipeg; to explore and promote storytelling for peacemaking; and, to develop for youth voice opportunities for learning critical skills for supporting democracy, global citizenship, peacemaking, and establishing and maintaining human rights and social justice.
- We will continue to support community activities on issues relating to marginalized populations, this includes devising a strategy with Campus Ministry and our Syrian Refugee Committee to explore the most effective ways by which the College can partner with parishes and other groups to support refugees coming to Winnipeg from war-torn regions.

Implementing the Strategic Plan

Moving forward from the launch of this Strategic Plan it will be necessary to implement the many recommendations put forward in this document. The Board of Governors will receive regular updates on the progress being made on each of these recommendations

Subsequent to the Board's approval of a finalized Strategic Plan, the Rector will circulate the approved document with each of the College's managers, and request from each unit a working plan on how the recommendations within this document will be implemented, including timelines and measurable outcomes. The Rector will then report back to the Board of Governors these plans within three months of the Strategic Plan being approved.

Using these plans, the Rector will implement a system for monitoring the progress being made towards accomplishing these tasks. Progress reports will be included in the Rector's report to the Board.

As was used before for the previous Strategic Plan, the 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.

<i>Recommendation</i>	<i>List of Tasks</i>	<i>Timelines for Accomplishment</i>	<i>Status of Task</i>	<i>Next Steps</i>
Recommendation	Task A			
	Task B			
	Task C			

History of St. Paul's College

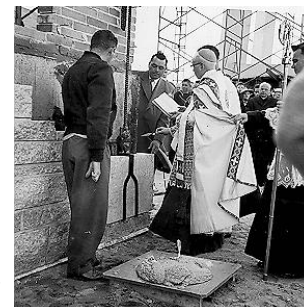
St. Paul's College on the University of Manitoba campus is the major Catholic higher education institution in Manitoba.

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.

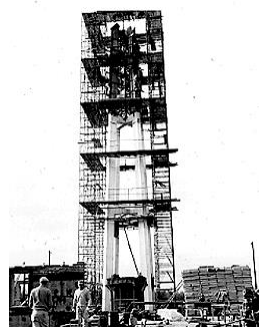


The University of Manitoba, as founded in 1877, was a federation of three denominational colleges: St. Boniface (Catholic), St. John's (Anglican), and Manitoba (Presbyterian). In 1888, Wesley College (Methodist) became affiliated. On October 27, 1931, at the time of its affiliation, St. Paul's College 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. It was at this time that the College became co-educational and St. Mary's began to withdraw 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 Hon. Wallace C. 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 \$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. Approximately 200 students registered that year.

In 1962, the Science Wing was added, containing well-furnished laboratories, additional class rooms, and faculty offices. The student cafeteria was extended in 1964, and the Residence of the Jesuit Fathers (what would be named the Sinnott Building) was added. In 1972, construction was done to build a beautiful library, a theatre to seat 200, and additional classroom and faculty office spaces. 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 Ignatian tradition.

The new millennium saw the construction of the Arthur V. Mauro Centre for Peace and Justice at St. Paul's College, dedicated to the advancement of human rights, conflict resolution, global citizenship, peace, and social justice through research, education, and outreach.