Creating Global Citizens for Reconciliation

STRATEGIC PLAN
2019 - 2024
Jesuit education is a privilege and an opportunity for the development of the whole person. Shaping the mind to what is conducive to pursue the greater common good, and growing in the spiritual depth to find God in all things are the two pillars of transformative education at Campion College.

An enlightened strategic plan allows our vision and mission to become reality. I am in much gratitude for all those who volunteered to prepare the strategic plan of our college for the next 5 years. Their collaborative effort is a testimony of their trust and aspiration in the only undergraduate Jesuit College of our good nation. Based on the outcome of our discussion and the strategic plan document at hand, I discern three priorities of the college, which are Catholic Jesuit Identity and Mission, Student Success and Indigenous Relations. All three priorities are steeped in the relationships Campion College has with the wider Catholic community, our student body and with our Indigenous sisters and brothers on whose land we labour.

The sign of our time moves us to work for reconciliation as well. I cannot imagine the Jesuit ideal of the Magis without progress in reconciliation. Our world is broken through hunger, economic strife, political polarization, racial and gender discrimination, inequality, mental illness, environmental and military wars, forced displacement of people and absence of meaning in life. With transformative education as the essence of our college, the service for others that makes a difference and the hope for a better world are what Campion College strives toward in the Jesuit tradition of education. Through the continued intercessions of St. Edmund Campion, SJ, I trust that our college will remain an encouragement for a brighter world.

Dr. Sami Helewa, SJ
President

VISION
An innovative, diverse, and inclusive community where scholarship and spirituality find a common home.

MISSION
Develop the whole person – intellectually, spiritually, and socially - for service within society, through an education in liberal arts and sciences in the Jesuit tradition.
VALUES

A solid academic formation will provide our students with the tools necessary to uncover truth and discover meaning. Our students must know how to use the range of skills and resources at their disposal both effectively and efficiently.

We believe that:

As a Catholic college in the Jesuit tradition:

We encourage all stakeholders both to express themselves and to remain open to alternative narratives.

We recognize that our past efforts on occasion created division but seek forgiveness and a united future.

We connect ourselves to the 190 post-secondary institutions around the globe that maintain the same mission and identity.

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Visible identity and Mission
OBJECTIVES

To be able to fulfill our mission means people need to know about our College and what it means to be Jesuit educated. Next generations, adult learners, and continuing students should know about what Campion stands for and why it should be an educational institute of choice.

Grow in these areas

• Strong provincial awareness of Campion as a leading Jesuit university college that is linked by strong partnerships to the international Jesuit network of educational institutions.
• A welcoming, respectful and inclusive community that fosters dialogue, reconciliation and a sense of belonging.
• A learning environment that works to reduce barriers (physical, economic, operational) where students feel supported in their education.

Continue success in these areas

• Academic and non-academic staff, and board members understand and embody Jesuit values in their work.
• Students prosper from our focus on care of the whole person and connecting to our broader mission and identity of the College.
• A growing College.
• Ongoing collaboration with our federated partners, the University of Regina and the Catholic Community.
• The Jesuit identity and values are promoted at the College.

KEY INITIATIVES

• Develop orientation programs for our students, academic and non-academic staff on our Jesuit Identity and the Campion experience.
• Create a welcoming environment for a diverse faculty, staff and student body through education, celebrations, and dialogue.
• Advance internal and external marketing and communication strategies that elevate the College’s profile locally, nationally, and internationally.
• Develop strategies to promote and showcase the value of studying the liberal arts and sciences in innovative ways, in collaboration with the University of Regina and other federated college partners.
• Establish greater involvement with global Jesuit networks to enhance the identity of the College within those networks and broaden experiences for faculty, staff and students.
• Create a physical space that is effectively utilized, ensures accessibility and safety, and enhances College life in an environmentally sustainable manner.
• Nurture strong relationships with partners within the Catholic community of the province, particularly the Archdiocese of Regina and Catholic School Divisions.
• Explicitly connect the value of a liberal arts education with Jesuit principles of higher education.
• Actively recruit qualified Jesuits for tenure-track positions who are able to teach in areas related to the College’s needs, or potential future needs; and actively recruit qualified Jesuits as visiting scholars and as sessional lecturers.
solid academic plan focused on student success
OBJECTIVE

Supportive research environment for Campion academic staff.

KEY INITIATIVES

- Advance a program to provide sustainable research funds and supports for new and existing academic staff.
- Provide professional research development opportunities for academic staff members.

OBJECTIVE

Sustainable growth in student enrolment through Campion College and in Campion College classes.

KEY INITIATIVES

- Expand the diversity of our student body.
- Ensure there is an equitable and appropriate balance of teaching done by tenure-track/tenured faculty and contingent academic staff at the College.
- Hire individuals who are exceptional teachers when seeking to fill all academic positions involving teaching.

OBJECTIVE

The library plays an important role in supporting research and teaching and cultivating information literacy.

KEY INITIATIVES

- Develop information literacy amongst students by increasing the number and scope of library research instruction sessions in Campion classes.
- Encourage collaboration between teaching and library staff in the design of class assignments involving information literacy.

KEY INITIATIVE

- Create support systems and learning pathway options that promote the success of all students.
- Recognize that mental health issues are prevalent amongst students, and support efforts at Campion to assist such students.
- Create resources and programs to enhance student preparedness for Campion College that complement existing efforts on campus.
- Expand financial supports for new and existing students.
- Promote international opportunities for students such as study abroad experiences and international designations on degrees.
- Explore opportunities to support new Canadian and refugee students at Campion.
- Promote the use and analysis of annual student surveys as a way to measure student success and satisfaction.

OBJECTIVE

Excellence in teaching and learning.

KEY INITIATIVES

- Provide learning opportunities for academic staff to discuss and learn about best practices in teaching.
- Develop opportunities for academic staff to showcase their ideas and work to members of the general public.
- Support academic staff members in learning about the knowledges and practices of Indigenous peoples, and include in their courses relevant materials and teachings.
- Explore mechanisms to expand Engaged Learning within Campion.
- Support academic staff members interested in adopting, customizing, and creating open educational resources in Campion courses.
- Develop innovative teaching, research, and programming opportunities consistent with the mission and values of the Society of Jesus.
Strong and lasting relationships with Indigenous peoples
In keeping with our commitments to the Truth and Reconciliation Committee, the College wants to develop deeper, more genuine connections with our Indigenous brothers and sisters to heal the wounds of the past.

**Grow in these areas**

- An open and welcoming place for Indigenous students.
- An environment that invites dialogue between Indigenous and non-Indigenous people for the purpose of learning and growing together.
- A relationship with our Indigenous communities that is based on mutual respect.

**KEY INITIATIVES**

- Engage in active listening with our Indigenous partners.
- Establish a small advisory council for consultative purposes to the President for Indigenous relations.
- Seek opportunities to involve and be involved in Indigenous-based culture and activities.
- Strengthen relationships with First Nations University of Canada and with a variety of Indigenous groups.
- Enhance the physical environment of Campion to reflect Indigenous history and cultural values.
- Create and increase the value of scholarships to promote and support education goals of Indigenous students.
- Increase funding for Indigenous programming and supports.
- Seek to remove barriers that may hinder Indigenous students from feeling welcome at Campion.
Thriving and engaged STUDENTS, ALUMNI, & FRIENDS
OBJECTIVES

Father Peter-Hans Kolvenbach, the former Superior General of the Jesuits stated in his 2003 address to the Association of Jesuit Colleges and Universities: “The measure of Jesuit universities is not what our students do but who they become. It is the responsibility which our graduates exercise towards their neighbor and their world.”

Campion College seeks to connect with our graduates and friends of the college to support and showcase their successes; allow for meaningful networking; and to provide mentorship opportunities.

Grow in these areas

- A growing national and international network of alumni and friends who support the college through mentorship, scholarship, funding, community partnerships, and development of pathways for our students upon graduation.
- Regular attendance of alumni and friends at Campion events.

Continue success in these areas

- Engaged alumni and friends with a shared sense of the Jesuit identity of the College.

KEY INITIATIVES

- Increase our network of alumni and friends by emphasizing their ties to Campion and ensuring a strong relationship with recent graduates.
- Work with our alumni and friends to develop strategies, including mentorship and professional engagement opportunities that support the success of students and recent graduates.
- Foster opportunities for Campion College students to interact as an academic community.
- Develop an Alumni and Friends Association at Campion College to foster relationships while promoting and supporting the College in the following ways:
  - Connect the Campion community by developing and expanding alumni community groups across Canada and
  - Connect Campion Alumni through the University of Regina Alumni network and events.
### 2019-2020 Strategic Plan

#### Scorecard

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<td><strong>Visible Identity &amp; Mission</strong></td>
<td>Investments and endowment $</td>
<td>Annual (AGM)</td>
<td>$7.84m</td>
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<td>Revenue % from different sources [G/T/O/D]</td>
<td>Semi-annual</td>
<td>50/43/5/2</td>
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<td>Dollars allocated per student enrolment (fall semester)</td>
<td>Annual (AGM)</td>
<td>9,669.21</td>
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<td>Positive Media mentions</td>
<td>Semi-annual</td>
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<td>Unprompted recalls</td>
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<td>Overall satisfaction (student survey)</td>
<td>Annual (AGM)</td>
<td>90%</td>
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<td>Excellent services (student survey)</td>
<td>Annual (AGM)</td>
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<td>Excellent facilities (student survey)</td>
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<td>Faculty/staff attending Ignatian/Jesuit PD programs</td>
<td>Annual (AGM)</td>
<td>7.5%</td>
<td>7-10%</td>
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<td>Employee turn over</td>
<td>Annual (AGM)</td>
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<td><strong>Strategic Academic Plan</strong></td>
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<td>New students (fall)</td>
<td>Annual (Dec)</td>
<td>180</td>
<td>210</td>
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<td>Continuing (fall)</td>
<td>Annual (Dec)</td>
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<td>Total enrolment (fall)</td>
<td>Annual (Dec)</td>
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<td>800</td>
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<td>1st year to 2nd year%</td>
<td>Annual (Dec)</td>
<td>68.6%</td>
<td>75%</td>
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<td>Pre-professional %</td>
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<td>13%</td>
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<td>Percentage of enrolled on academic probation</td>
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<td>Percent of international students</td>
<td>Annual (Dec)</td>
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<td>90%</td>
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<td>Student loan repayment %</td>
<td>Annual (Dec)</td>
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<td>Total credit hours taught</td>
<td>Annual (AGM)</td>
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<td>Engaged Learning (Classes/Students)</td>
<td>Annual</td>
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<td>Completion rate within 6 years</td>
<td>Annual</td>
<td>0%</td>
<td>90%</td>
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<td>Information literacy classroom presentations (classes/students)</td>
<td>Annual (AGM)</td>
<td>TBD</td>
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<td>% of credit hours taught by sessionals</td>
<td>Annual (AGM)</td>
<td>90.2%</td>
<td>90%</td>
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<td>% used of internal research grants</td>
<td>Annual (AGM)</td>
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<td>Satisfaction level (all employees)</td>
<td>Annual (AGM)</td>
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<td>Percentage of scholarships given</td>
<td>Annual (AGM)</td>
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<td>Report</td>
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<td>Regina Catholic High Schools enrolment</td>
<td>Annual (AGM)</td>
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<td><strong>Strong and lasting relationships</strong></td>
<td>Percent of Indigenous students</td>
<td>Annual (Dec)</td>
<td>4.6%</td>
<td>Report</td>
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<td>Annual report submitted by IAC</td>
<td>Annual (AGM)</td>
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<td>External funding for Indigenous programs/support</td>
<td>Annual (AGM)</td>
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<td><strong>Thriving, engaged network of</strong></td>
<td>Alumni events</td>
<td>Annual (AGM)</td>
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<td>15</td>
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<td><strong>alumni and friends</strong></td>
<td>% of donations given by alumni</td>
<td>Semi-annual</td>
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<td>50%</td>
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<td>Alumni/friends mentoring students ratio</td>
<td>Annual (AGM)</td>
<td>2%</td>
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