

GOAL 1 To foster excellence in liberal arts

Objective 1.1 To demonstrate leadership in liberal arts education

<p>STRATEGY 1.1A Develop a clear statement on the value, usefulness, and objectives of a liberal education and develop a plan to infuse those objectives into our academic programme.</p>	<p>TIME FRAME Year 1-Year 2</p>	<p>RESPONSIBLE Vice-President (Academic) & Ad Hoc Committee on Curriculum and Academic Quality</p>
<p>STRATEGY 1.1B Establish a plan to host a series of regional or national symposia on Liberal Arts Education.</p>	<p>TIME FRAME Year1-Year2</p>	<p>RESPONSIBLE Vice-President (Academic) & Ad Hoc Committee for Liberal Arts Symposium</p>
<p>STRATEGY 1.1C Develop and implement a system of comprehensive student surveys (3-5 year post-graduation) to assess outcomes (e.g. life skills, enjoyment of life-long learning, satisfaction, employability, etc.)</p>	<p>TIME FRAME Year 1-Year 2</p>	<p>RESPONSIBLE Vice-President (Academic)</p>

Objective 1.2 To promote effective learning and teaching strategies

<p>STRATEGY 1.2A Define the measurable outcomes of a liberal education (e.g. research skills, analytic skills, communication skills, etc.), and develop mechanisms to nurture those outcomes within the curriculum.</p>	<p>TIME FRAME Year 1-Year 2</p>	<p>RESPONSIBLE Vice-President (Academic) & Ad Hoc Committee on Curriculum and Academic Quality</p>
<p>STRATEGY 1.2B Develop consistent academic standards of achievement in respect to learning outcomes, and evaluation/grading practices to assist in achieving consistency in these areas.</p>	<p>TIME FRAME Year 1-Year 2</p>	<p>RESPONSIBLE Vice-President (Academic) & Ad Hoc Committee on Curriculum and Academic Quality</p>
<p>STRATEGY 1.2C Identify and initiate processes that will identify and assist in promoting a culture and climate of intellectual vigor and challenge.</p>	<p>TIME FRAME Year 1-Year 2</p>	<p>RESPONSIBLE Vice-President (Academic) & Ad Hoc Committee on Curriculum and Academic Quality</p>

Objective 1.3 To refine our distinctive approaches to humanities and social sciences

STRATEGY 1.3A Create a forum for humanities faculty to consider and advance proposals to promote the vitality, importance, and role of the humanities with appropriate attention to both their interdependence with and contribution to the social sciences.	TIME FRAME Year 1-Year 2	RESPONSIBLE Vice-President (Academic) & Ad Hoc Committee of Humanities Chairs
STRATEGY 1.3B Create a task force to review and make recommendations re: “core programming.”	TIME FRAME Year 2-Year 3	RESPONSIBLE Vice-President (Academic) & Ad Hoc Committee on Curriculum and Academic Quality
STRATEGY 1.3C Establish a task force to examine ways/means to enhance role and place of sciences, numeracy, and computer literacy as curriculum elements in a liberal education.	TIME FRAME Year 2-Year 3	RESPONSIBLE Vice-President (Academic) & Ad Hoc Committee on Curriculum and Academic Quality
STRATEGY 1.3D Identify opportunities to expand “community service learning” as a component of the liberal arts curriculum.	TIME FRAME Year 2-Year 3	RESPONSIBLE Vice-President (Academic) & Ad Hoc Committee on Curriculum and Academic Quality

Objective 1.4 Promote and facilitate scholarly research by university faculty

STRATEGY 1.4A Establish additional research centres in selected academic fields.	TIME FRAME Year 2-Year 4	RESPONSIBLE Vice-President (Academic) & Senate Committee on Research
STRATEGY 1.4B Develop a plan for promotion and supporting faculty research and supporting their publications.	TIME FRAME Year 1-Year 2	RESPONSIBLE Vice-President (Academic) & Senate Committee on Research

Objective 1.5 To institute selective new programme development

<p>STRATEGY 1.5A Consider new programme developments in the Native Studies area, with reference to the Wien report.</p>	<p>TIME FRAME Year 2-Year 3</p>	<p>RESPONSIBLE Vice-President (Academic) & Ad Hoc Committee for Native Studies</p>
<p>STRATEGY 1.5B Explore the feasibility of introducing articulated Master’s degree programmes, with UNB and other universities, centered around our research centres and “niche” programme areas.</p>	<p>TIME FRAME Year 4-Year 5</p>	<p>RESPONSIBLE Vice-President (Academic)</p>
<p>STRATEGY 1.5C Introduce a comprehensive liberal arts co-op programme.</p>	<p>TIME FRAME Year 1-Year 2</p>	<p>RESPONSIBLE Vice-President (Academic)</p>
<p>STRATEGY 1.5D Develop and deliver additional “value-added” options within, or additional to, the four-year programme which will enhance students’ transition and access to career opportunities.</p>	<p>TIME FRAME Year 1-Year 2</p>	<p>RESPONSIBLE Vice-President (Academic) & Ad Hoc Committee on Employment Enhancement</p>
<p>STRATEGY 1.5E Determine appropriate institutional supports to strengthen our new applied arts programmes.</p>	<p>TIME FRAME Year 1-Year 2</p>	<p>RESPONSIBLE Vice-President (Academic)</p>
<p>STRATEGY 1.5F Seek out and be receptive to new programme opportunities which complement our Mission.</p>	<p>TIME FRAME Ongoing</p>	<p>RESPONSIBLE Vice-President (Academic)</p>

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

<p>STRATEGY 1.6A Elaborate the range of intersession/summer session courses to accommodate the evolving needs of students (Co-op, 3-year graduates, part-time students).</p>	<p>TIME FRAME Year 1-Year 2</p>	<p>RESPONSIBLE Vice-President (Academic) & Academic and Campus Planning Committee</p>
<p>STRATEGY 1.6B Develop a limited, but specialized, distance education programme focused on “niche” programme sectors using technology-based delivery (e.g. Bachelor of Applied Arts/Distance; Bachelor of Interdisciplinary Studies by Distance).</p>	<p>TIME FRAME Ongoing</p>	<p>RESPONSIBLE Vice-President (Academic), Vice-President (Finance and Administration) & Ad Hoc Committee on Technology-Based Courses</p>

Objective 1.7 To demonstrate leadership in computer competencies within the liberal arts curriculum

STRATEGY 1.7A Establish policies and practices which create opportunities for students to graduate with enhanced workplace computing competencies.	TIME FRAME Year 1-Year 2	RESPONSIBLE Vice-President (Academic) & Vice-President (Finance and Administration)
STRATEGY 1.7B Adopt a policy and a set of practices aimed at enabling the University to implement and monitor our computing and communications goals over the next five years.	TIME FRAME Year 1-Year 2	RESPONSIBLE Vice-President (Academic), Vice-President (Finance and Administration) & Academic Computing and Information Technology Committee
STRATEGY 1.7C Integrate the content of the Workplace Computing Programme within the 4-year Liberal Arts curriculum as a value-added option.	TIME FRAME Year 1-Year 2	RESPONSIBLE Vice-President (Academic), Ad Hoc Committee on Curriculum and Academic Quality & Ad Hoc Committee on Employment Enhancement
STRATEGY 1.7D Develop a strategy to support faculty in the further development and enhancement of advanced technology-based course delivery.	TIME FRAME Year 2	RESPONSIBLE Vice-President (Academic) & Ad Hoc Committee on Technology-Based Courses

GOAL 2 To enhance our Roman Catholic identity

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

<p>STRATEGY 2.1A Study the viability of establishing an interdisciplinary majors programme in "Catholic Studies."</p>	<p>TIME FRAME Year 2-Year 3</p>	<p>RESPONSIBLE Vice-President (Academic)</p>
<p>STRATEGY 2.1B Identify and promote opportunities to enhance Roman Catholic participation in ecumenical and interfaith dialogue on campus, with a view to nourishing the spiritual growth and well-being of all members of the St. Thomas Community.</p>	<p>TIME FRAME Year 2-Year 3</p>	<p>RESPONSIBLE President Chair of Studies in Catholic Theology Campus Ministry</p>
<p>STRATEGY 2.1 C Institute a student leadership training programme on campus focused on lay leadership in the Catholic church and Christian community.</p>	<p>TIME FRAME Year 2-Year 3</p>	<p>RESPONSIBLE Chair of Studies in Catholic Theology Campus Ministry</p>
<p>STRATEGY 2.1D Explore ways of better preparing students, through our teaching and traditions, to critically examine the moral and ethical issues of our emerging world.</p>	<p>TIME FRAME Year 1-Year 2</p>	<p>RESPONSIBLE Chair of Studies in Catholic Theology Campus Ministry Department of Religious Studies</p>
<p>STRATEGY 2.1E Examine opportunities for using the resources of the Chair of Studies in Catholic Theology to promote the University's Catholic mission.</p>	<p>TIME FRAME Year 1-Year 2</p>	<p>RESPONSIBLE President Chair of Studies in Catholic Theology</p>

Objective 2.2 To initiate more external linkages and partnerships with external Catholic institutions and organizations

STRATEGY 2.2A Determine the feasibility of developing a Department of Religious Studies programmes for parishes, in collaboration with the diocese.	TIME FRAME Year 3-Year 4	RESPONSIBLE Chair of Studies in Catholic Theology
STRATEGY 2.2B Create exchange opportunities with Catholic universities in other parts of the world (e.g. Latin America and Japan).	TIME FRAME Year 1-Year 2	RESPONSIBLE Chair of Studies in Catholic Theology International Office

GOAL 3 To develop strategic partnerships

Objective 3.1 To develop a plan for making community service an integral part of life at STU

STRATEGY 3.1A Develop partnerships with community service agencies to provide structured learning opportunities for students as integral parts of defined curriculum in specified liberal arts courses.	TIME FRAME Year 2-Year 3	RESPONSIBLE Vice-President (Academic) Director of Student Affairs
STRATEGY 3.1B Identify ways the University can act as a resource (e.g. inventory of academic and infrastructure resources) for the larger community and implement appropriate actions to promote same.	TIME FRAME Year 2-Year 3	RESPONSIBLE President

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

STRATEGY 3.2A Examine opportunities for high school students to take course for university credit at STU.	TIME FRAME Year 2-Year 3	RESPONSIBLE Vice-President (Academic)
STRATEGY 3.2B Explore opportunity to deliver an enriched liberal arts summer camp programme for high school students.	TIME FRAME Year 4-Year 5	RESPONSIBLE Vice-President (Academic)
STRATEGY 3.2C Initiate feasibility study into establishing a programme to “adopt” high potential high school student(s)-at-risk.	TIME FRAME Year 4-Year 5	RESPONSIBLE Vice-President (Academic)

Objective 3.3 To enhance our internationalization efforts

STRATEGY 3.3A Increase the number of our exchange agreements with English-instruction universities in Europe and British Isles.	TIME FRAME Year 1-Year 2	RESPONSIBLE International Office
STRATEGY 3.3B Establish joint international programmes with universities in Sweden, Argentina, Chile, and community colleges in the Caribbean.	TIME FRAME Year 2-Year 3	RESPONSIBLE Vice-President (Academic) International Office
STRATEGY 3.3C Increase the number of international students on campus to 5% of the student population.	TIME FRAME Year 4-Year 5	RESPONSIBLE International Office Admissions Office
STRATEGY 3.3D Create more visible and coherent international curriculum offerings (e.g Aquinas sections or a minor in International Studies).	TIME FRAME Year 3-Year 4	RESPONSIBLE Vice-President (Academic) & Ad Hoc Committee on Curriculum and Academic Quality
STRATEGY 3.3E Establish and international Students Internship Programme within new federal government funding opportunities.	TIME FRAME Year 1-Year2	RESPONSIBLE International Office

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

STRATEGY 3.4A Expand our (professional) summer training institutes related to our “niche” programmes.	TIME FRAME Year 2-Year 4	RESPONSIBLE Vice-President (Academic)
STRATEGY 3.4B Extend our articulated arrangements with other colleges and universities in Canada and abroad.	TIME FRAME Year 1-Year 4	RESPONSIBLE Vice-President (Academic)
STRATEGY 3.4C Expand the Workplace Computing for Liberal Arts Graduates summer programme.	TIME FRAME Year 1-Year 2	RESPONSIBLE Vice-President (Academic) & Ad Hoc Committee on Employment Enhancement

GOAL 4 To enhance the living and working environment for all members of the university

Objective 4.1 To improve the quality of student life

STRATEGY 4.1A Undertake a review of the student advising programme with a view to improving its accessibility and relevancy.	TIME FRAME Year 1-Year 2	RESPONSIBLE Vice-President (Academic) Director of Student Affairs
STRATEGY 4.1B Develop and implement a student services programme for international students.	TIME FRAME Year 2-Year 3	RESPONSIBLE Director of Student Affairs
STRATEGY 4.1C Increase the quality and quantity of residence space for students.	TIME FRAME Year 3-Year 4	RESPONSIBLE Vice-President (Finance and Administration)

Objective 4.2 To strengthen the capacity of Student Affairs to provide support to academic programmes

STRATEGY 4.2A Review Student Affairs programme with a view to identifying specific academic support initiatives.	TIME FRAME Year 2-Year 3	RESPONSIBLE Director of Student Affairs
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Objective 4.3 To create more extracurricular options for students

STRATEGY 4.3A Develop a comprehensive set of programmes for the J.B. O'Keefe Fitness Centre.	TIME FRAME Year 1-Year 2	RESPONSIBLE Director of Student Affairs
STRATEGY 4.3B Expand our range of creative arts programmes.	TIME FRAME Year 2-Year 3	RESPONSIBLE Director of Student Affairs

Objective 4.4 To foster a living and working environment that is caring, supportive, and respectful

STRATEGY 4.4A Provide opportunities to experiment with additional techniques to maintain and strengthen respectful individual and group interaction such as workshops, professional development programmes, and support programmes.	TIME FRAME Year 1-Year 2	RESPONSIBLE President
STRATEGY 4.4B Establish a policy framework which will identify time frames for appropriate involvement of stakeholders in the initiation and planning of new programmes.	TIME FRAME Year 1-Year 2	RESPONSIBLE President
STRATEGY 4.4C Develop an orientation and mentoring programme for new faculty and staff.	TIME FRAME Year 2-Year 3	RESPONSIBLE LTD Committee
STRATEGY 4.4D Appoint an internal communications advisory group to oversee improvements in internal communications.	TIME FRAME Year 2-Year 3	RESPONSIBLE President Director of University Advancement
STRATEGY 4.4E Identify and implement strategies aimed at further enhancement of quality of life in university residence.	TIME FRAME Year 1-Year 2	RESPONSIBLE Director of Student Affairs President of Student Union

Objective 4.5 To ensure appropriate steps are taken for future resource planning

STRATEGY 4.5A Review implications of the changes in faculty demographics for human resource planning.	TIME FRAME Year 3-Year 4	RESPONSIBLE Vice-President (Academic). Vice-President (Finance and Administration) & Director of Human Resources
STRATEGY 4.5B Develop a plan for annual audit of physical space utilization, adequacy, and needs.	TIME FRAME Year 1-Year 2	RESPONSIBLE Vice-President (Finance and Administration)

Objective 4.6 To improve performance of university administrative departments

STRATEGY 4.6A Implement the administrative review process, and develop performance benchmarks for administrative units.	TIME FRAME Year 1-Year 2	RESPONSIBLE Vice-President (Finance and Administration) Director of Human Resources
STRATEGY 4.6B Provide training and development opportunities to strengthen leadership capacities of administrative managers.	TIME FRAME Year 1-Year 4	RESPONSIBLE Vice-President (Academic), Vice-President (Finance and Administration) & Director of Human Resources
STRATEGY 4.6C Strengthen staff performance review process.	TIME FRAME Year 1-Year 2	RESPONSIBLE Vice-President (Academic), Vice-President (Finance and Administration) & Director of Human Resources

GOAL 5 To enhance our stewardship and public accountability

Objective 5.1 To develop a responsive enrolment management policy

STRATEGY 5.1A Revise our enrolment management strategy to ensure its capacity to accurately monitor and respond to issues of enrolment levels, attrition levels, and student demographics.	TIME FRAME Year 1-Year 2	RESPONSIBLE Vice-President (Academic) Director of Admissions
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Objective 5.2 To review the balance of shared governance at the University

STRATEGY 5.2A Review nature/extent of student participation in University governance with particular attention to the issue of students representation/composition in governance activities.	TIME FRAME Year 2-Year 3	RESPONSIBLE President Student Union President
STRATEGY 5.2B review present governance arrangements between university administration and faculty, identifying any opportunities for appropriate re-balancing of governance.	TIME FRAME Year 2-Year 3	RESPONSIBLE President

Objective 5.3 To enhance the University's fiscal independence

STRATEGY 5.3A Develop improved market research data to focus resource development plans.	TIME FRAME Year 1-Year 2	RESPONSIBLE President Director of University Advancement
STRATEGY 5.3B Develop new fiscal partnerships and development opportunities, including new targeted funding programmes with specific targets consistent with the academic integrity and independence of the university.	TIME FRAME Year 2-Year 3	RESPONSIBLE President Director of University Advancement

Objective 5.4 To examine our revenue and expenditure options for increasing operating funds

STRATEGY 5.4A Examine the student tuition fee structure.	TIME FRAME Year 1-Year 2	RESPONSIBLE Vice-President (Finance and Administration) Student Union President
STRATEGY 5.4B Monitor the UNB/STU fiscal transfer arrangement.	TIME FRAME Year 2-Year 3	RESPONSIBLE President Vice-President (Finance and Administration)
STRATEGY 5.4C Negotiate improved base funding with the provincial government.	TIME FRAME Year 1-Year 2	RESPONSIBLE President Vice-President (Finance and Administration)

Objective 5.5 To increase the level of public accountability in financial reporting

STRATEGY 5.5A Establish a practice of presenting to faculty and administration a Budget Policy framework discussion document to initiate the yearly budget development cycle.	TIME FRAME Year 1-Year 2	RESPONSIBLE Vice-President (Finance and Administration)
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GOAL 6 Strengthening Alumni Support

Objective 6.1 To strengthen our partnership with St. Thomas Alumni

STRATEGY 6.1A Utilize the resources of the alumni to assist in the promotion and marketing of STU, including alumni participation in STU visitations, summer experience programmes, and the cooperative studies programme.	TIME FRAME Year 1-Year 2	RESPONSIBLE President Director of University Advancement
STRATEGY 6.1B Develop a communication strategy to inform alumni of new and upcoming initiatives and events at the University and to recognize contributions of alumni.	TIME FRAME Year 2-Year 3	RESPONSIBLE President Director of University Advancement
STRATEGY 6.1C Develop financial partnerships with the Alumni Association, supportive of the University and the Association.	TIME FRAME Year 2-Year 3	RESPONSIBLE President Director of University Advancement
STRATEGY 6.1D Consider the feasibility of tuition discounts for dependants of alumni, and group discounts for family units.	TIME FRAME Year 4-Year 5	RESPONSIBLE President Director of University Advancement