

PREFACE

As a Catholic, Jesuit institution, affiliated with the University of Toronto through the ecumenical Toronto School of Theology, Regis College aims to form women and men for ministry and service in the Church and society. Through the charism and traditions of the Society of Jesus, Regis draws on the insights of the Spiritual Exercises of St. Ignatius of Loyola in forming scholars and critical thinkers grounded in academic rigour who pursue truth, practice justice, and live out their faith in integrity. The strategic plan envisions educating current and future students in their goals to promote faith and justice, interfaith and cross cultural dialogue, to be persons of intellect and compassion, persons animated by humility and gratitude. Following Ignatius who calls us to live out the Magis, a striving for a 'more' that is as qualitative as it may be quantitative, we call the Regis community and its various constituents to generosity in adapting to changing circumstances and in embracing new opportunities.

“The Society of Jesus must be understood as a collaborator larger than itself; laywomen and laymen are companions in the mission, forming with us the one body of friends in the Lord.”

(Fr. Arturo, Sosa, SJ, Superior General of the Society of Jesus, Regis College, May 19, 2018)

The values that drive this plan seek to make possible articulation of a theology at Regis College that is intellectually cutting-edge, culturally diverse, in service to the Church, and practical in its engagement with the world, especially with the poor and with people on the margins, persons excluded from wealth and power. We wish to promote a theology that exudes “the smell of the sheep”, as Pope Francis would say, a theology that is grounded in the people of God as they really are, with their concerns and their hopes, a theology that celebrates the life-giving presence of God in all things and in all places.

Thus we call for a renewed, enthusiastic, and generous investment in Regis College, the Jesuit School of theology in Canada, a school facing outwards, and eager to serve others.

PURPOSE: the purpose of the strategic plan is to implement, enhance, enable and promote the mission of Regis College for the next five years, 2018-23.

Committee charged by the Governing Council with writing the plan: Julie Cachia, Susan Goncz, Alex Llanera, SJ, Scott Lewis, SJ, Scott Vaincourt, Thomas Worcester, SJ (chair); consultant to committee: Con Mulvihill, SJ

In writing this Strategic Plan the committee was guided in particular by the College mission statement of 2014, and by the Strategic Planning Task Force report submitted to the Governing Council in October 2017.

The strategic plan identifies five areas of priority: students; faculty and staff; donors and friends of Regis and the Society of Jesus; marketing and communications; and collaboration with partners beyond Regis College.

1. **STUDENTS – strategic focus is recruitment of more students (and with them more tuition revenue); make Jesuit identity the core of academic planning.**

a. *Course Offerings:*

Offer foundational classes that attract students to take courses at Regis. Make explicit a rotational system so that, over two years, all the required courses for MDiv students can be offered.

Offer each year courses across the broad range of theological disciplines.

b. *Internal Structures:*

Strengthen the academic counselling and the guidance of students.

Establish a transparent process of handling both academic and non-academic grievances and disputes.

Clarify for students the distinct roles of various staff positions in the College.

c. *Basic Degree Programs:*

Create a 'bridging' philosophy course or two for lay students admitted into theology programs without previous philosophy study.

Create intentional and measurable learning and professional goals suited to each Basic Degree.

d. *Advanced Degree Programs, especially the PhD:*

Offer more competitive funding packages for doctoral students in order to attract the best candidates, Canadian and international.

Make Teaching Assistant positions available. Allow PhD students, especially at the dissertation level, to teach continuous learning courses. Encourage them to make proposals for other programming in the College and in the TST.

Facilitate conference and publication opportunities for PhD students.

Effectively communicate accomplishments of our Doctoral students.

e. Develop more options for offerings for degree as well as non-degree students, including evening courses, on-line or blended courses.

f. Encourage and provide means for lay students to learn more about Ignatian Spirituality through retreats, workshops on spiritual practices, etc.

2. **FACULTY & STAFF – strategic focus is to expand the number of Jesuit and women faculty; enhance all faculty profiles as scholars and teachers; organize staff for promotion of the College’s mission.**

FACULTY

- a. Seek funding for endowed chairs, in areas such as Women & Ignatian Spirituality (prioritize this possible chair first); Global Christianity (emphasize Jesuit role in history and development of a global Catholicism); Ecology and Ethics (Pope Francis and *Laudato si'*); Theology and the Arts (build on connections with AGO etc.).
- b. More Research Grants/Fellowships for faculty; use faculty accomplishments to put Regis on more maps; encourage faculty to seek status only appointments at the U of T.
- c. Feature faculty publications on Website, in advertising for the College, in a prominent display case in the College etc.
- d. Faculty recruitment to prioritize Jesuits, women
- e. International Visiting Jesuit Fellow: Seek funding to bring Jesuit scholars from around the world to Regis, for a semester or year as a visiting fellows teaching a course, offering a public lecture.
- f. Balance emphasis in curriculum on Bernard Lonergan with other important theological topics such as women and theology, theology of liberation, political theology.
- g. Curriculum to include courses taught in French, to meet student needs and to challenge students; library to integrate more French materials; Regis to promote French as a language spoken and welcomed here.
- h. Regis to become a destination College for courses in Jesuit history, mission; spirituality; Catholic Social Teaching, including justice and ecology/environment; reconciliation with indigenous peoples.
- i. Revise and update our statutes for ecclesiastical degrees, according to *Veritatis gaudium* (2017 document from Pope Francis on ecclesiastical faculties).
- j. Faculty to offer practical theology and spirituality/ethics for the broader community (working professionals in health care, government, education, law, management, business).

STAFF

Maximize results in marketing, recruitment of students, admissions, alumni/ae relations, fundraising; greater focus on Jesuit brand. Staff in these areas to be/become thoroughly familiar with Jesuit mission, identity, language, spirituality, and ways of proceeding. Possible appointment of a part-time Jesuit chaplain.

FACULTY, STAFF

Make available professional and spiritual development: French language courses, as well as opportunities for experiencing and participating in Ignatian Spirituality, retreats, and discernment.

3. **DONORS AND FRIENDS OF REGIS AND/OR SOCIETY OF JESUS - strategic focus is to exponentially increase donor contributions.**
 1. Capital Campaign first steps: potential lead donors invited to join Governing Council, restructured advancement office.
 2. Network with Toronto: U of T and TST, including closer collaboration with St. Michael's—its new president; Jesuit alumni/ae in Toronto, in some cases of Jesuit institutions that no longer exist; Archdiocese; diverse Catholics; women religious.
 3. Canada (including French Canada, e.g., project to revitalize/reimagine the Gesu church and Jesuit presence in downtown Montreal).
 4. International (especially USA, Britain, Ireland).
 5. Regis alumni/ae relations: promote local clubs (Toronto, Montreal, perhaps New York) to foster on-going connection with Regis, facilitate alumni/ae networking, and elicit financial support for the College.

4. **MARKETING/COMMUNICATION STRATEGY – strategic focus is to build visibility of Regis and capitalize on credible Jesuit brand.**

Create a marketing/communication strategy to increase the visibility and attraction to Regis College as a place of teaching, learning and research by promoting the Jesuit brand.

Establish a Marketing/Communication Strategic Framework.

- a. External: target audience, market differentiation (Jesuit brand), strength and consistency of marketing message.
- b. Internal: buy-in, marketing message tied to the mission statement, data collection, investment dollars for marketing/communication initiatives.
- c. Multi-pronged approach with a bilingual presence: social media, website, e-newsletter, live streaming which is consistently monitored, updated and changed. Investigate funding opportunities for an external Queen's Park sign.
- d. Create and use consistently a logo that makes clear the identity of Regis as the Jesuit school of theology in Canada. For example:

REGIS COLLEGE
affiliated with the UNIVERSITY OF TORONTO



The JESUIT SCHOOL OF THEOLOGY in CANADA
La FACULTÉ JÉSUISTE DE THÉOLOGIE au CANADA

5. BROADER COMMUNITY – strategic focus is service of and collaboration with others

1. Optimize existing academic and ministerial community partnerships

- a. Explore new ways of collaborating with the University of Toronto and TST Colleges, with a particular focus on the University of St. Michael's College, to expand and diversify curriculum and interdisciplinary curriculum perspectives in History, Arts, Cultural Transformation, etc. Continue to cultivate our relationships with Ignatian congregations.
- b. Optimize the Scarboro Foreign Mission endowed chair in Interreligious Dialogue and the Msgr. Fraser Centre for Practical Theology to advance public discourse on religious pluralism and ecumenical, interreligious and intercultural dialogue.
- c. Located in an expansion city for the Chicago-pioneered Ignatian Spirituality Project, Regis will promote Ignatian based retreats for homeless persons and those recovering from addiction.

2. Develop new academic and ministerial community partnerships

- a. Promote Regis as a first choice college for theological formation of Jesuit scholastics (especially MDiv) in collaboration with Jesuit Conferences and other Jesuit theologates from around the globe.
- b. Promote Regis as a college of choice for Archdiocesan ministerial formation including, but not limited to, certifications in theological studies integrating Sacramental Ministry, Liturgical Ministry, Youth Ministry, Pastoral Counselling, Spiritual Direction, etc.
- c. Take advantage of our location, collaborate with local business, management, law, medicine, and government to promote and advance continuous learning in Catholic social thought, ethics and spirituality.

Approved by Regis College Governing Council on May 30, 2018.