



STRATEGIC PLAN

2026–2031

Approved by the Regis College Governing Council

May 27, 2026

REGIS COLLEGE STRATEGIC PLAN

1. Vision Overview

Regis College, the Jesuit School of Theology in Canada and a work of the Jesuits of Canada, stands at a dynamic crossroads of faith, culture, and education. Rooted in the Ignatian tradition and strengthened by partnerships within a network of relationships — with the Jesuits of Canada, the Jesuit Conference of Canada and the United States (JCCU), the University of St. Michael's College (USMC), the Toronto School of Theology (TST), the University of Toronto (U of T), and the global Jesuit Collaborative Theological Initiative — we embrace a mission that is both timeless and urgently relevant. Our recent federation with USMC marks a new chapter of collaboration, expanding our capacity to form leaders who will serve with wisdom and compassion in a world marked by complexity and fragmentation.

As a Jesuit school of theology in collaboration with the Regis St. Michael's Faculty of Theology, the College serves students as they grow in their capacity to promote faith and justice; to be persons of intellect and compassion, who are animated by humility and gratitude. Through the tools of discernment and rigorous academic training, Regis fosters a deepening sense of mercy, beauty and the transcendent. Such an education, rooted in a faith tradition, disposes our students to be available with generosity for the greatest variety of lay and ordained ministries — with special preferences to show the way to God, walk with the excluded, journey with youth, and care for our common home as they grow in freedom as agents of change.

Education in the Jesuit tradition accomplishes this:

- By engaging resources received from the tradition, the church, one's interior life, and one another;
- By utilizing experiential educational practices that cultivate the interrelation of affect and intellect;
- By curating a rich variety of expressions of religious meaning (textual, artistic, architectural, liturgical, social praxis);
- By accompanying students on their journey toward the self-awareness, affective freedom, and intellectual flexibility required today in the formation of men and women for global ministry.

We educate women and men for ministry in the church in various capacities and in the academy as scholars, researchers, and teachers. We believe that scholarship and ministry are not separate paths but a shared journey. We affirm Regis College as a distinctive place where Jesuit and lay vocations are formed together, and where women's leadership and scholarship are essential to the life of the church. Formation at Regis College is shared, differentiated, and reciprocal—embracing Jesuits, lay women and men, students, staff, faculty, and members of Regis governance bodies as co-participants in a common mission.

Through the charism 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. Theology at Regis College is intellectually cutting-edge, culturally diverse, engaged in ecumenical, interfaith and cross-cultural dialogue, and practical in its engagement with the world in transformative global service, especially with persons excluded from

wealth and power. We nurture hope where it is most needed, standing beside those who hunger for truth, bear the weight of injustice, or long for healing. Our mission is simple yet demanding: to make Christ known with courage, generosity, and joy. Guided by love and grace, we work for a world where reconciliation with God, with others, with oneself, and with creation is not an aspiration but a lived reality. We share a bold vision: to engage culture constructively, to seek God in all things, and to foster a faith that acts for justice and reconciliation.

Regis promotes a vibrant culture of faculty research and academic excellence, serving as a centre of intellectual inquiry. Faculty members actively contribute to scholarly conversations through innovative research, interdisciplinary collaboration, and publication, enriching both teaching and learning. This commitment ensures that students engage critically with ideas, develop rigorous analytical skills, and participate in a dynamic academic environment that fosters curiosity, reflection, and the pursuit of knowledge in service of a wider community.

This strategic plan builds on that foundation. It charts a course for the next chapter of our mission, guided by three convictions:

1. Formation for Mission

We will deepen our commitment to forming compassionate leaders — scholars and ministers who listen closely, accompany patiently, and engage culture constructively. Our programs will integrate theology, spirituality, and social justice, fostering a faith that seeks understanding and action.

2. Collaboration and Innovation

In a complex university environment, we will strengthen partnerships and create innovative pathways for learning and research. Our federation with USMC is not an endpoint but a springboard for new initiatives that amplify our shared mission.

3. Global Engagement and Local Impact

At a global crossroads, we will extend our reach to communities near and far, responding to the needs of the Church and the world. We will nurture reconciliation with God, with others, with oneself, and with creation — convinced that love is trustworthy and the Gospel can touch every wound.

This plan is not merely a roadmap; it is a call to action. It invites every member of our community to walk together toward a hope-filled future, inspired by the daring spirit of Ignatius and his followers. This vision commits us not only to proclamation and service, but to ensuring that our internal culture reflects the care, justice, and dignity we seek to advance in the world. Our mission remains simple and demanding: to make Christ known where his presence is needed most.

2. Implementation

Priority 1:

The Regis Governing Council will mandate representatives to conduct a mission-focused review, evaluation, revision, and renewal of the 2021 memorandum of agreement (MOA) with the University of St. Michael's College (USMC). The Regis College Governing Council will bring forward a recommendation to the Regis Board of Governors (April 2027).

Objective A: Listening to Our Community

Actions

1. The Regis Governing Council will mandate an hoc committee to gather feedback from students, faculty, staff, administrators, alumni/ae, members of Regis governance bodies, formation personnel, and University of St. Michael's College (USMC) administrative colleagues. This review will explicitly consider institutional capacity, workload sustainability, and organizational structure as integral to fidelity to mission.
2. The following points will be considered:
 - a. Method of assessing RSM's effectiveness in fulfilling the missions of Regis College as an apostolate of the Jesuits of Canada in its collaboration with the Jesuit Conference of Canada and the United States (JCCU), the International Society of Jesus, and the local and universal Catholic Church.
 - b. Inclusion of "preparation of women and men for lay and ordained ministry in the Church" in RSM's mission statement.
 - c. Method of assessing effectiveness of the Service Agreements (measuring student and faculty satisfaction, response time, quality, compliance with policy, fundraising, budgeting, forecasting, and financial reporting, communications, library services, IT and AV services, facility, alignment between expense, resource utilization, and outcome).
 - d. Evaluation of governance and administrative capacity to sustain mission commitments without undue strain on individuals or offices.
 - e. Assessment of transparency and accessibility of the MOA for students, faculty, staff, and formation personnel.

Objective B: Professional Development (Governing Council)

During the review of the Memorandum of Agreement (MOA), the Regis Governing Council will advance its self-evaluation and professional development. Professional development will include formation in shared governance, institutional risk awareness, and care for organizational sustainability.

Actions

1. The Governing Council will identify the reflective and evaluative skills required for discernment-focused governance (September 2026 and ongoing).

2. The Governing Council will engage the JCCU Office for Discernment in Common to design and implement a professional development program to strengthen mission-focused governance skills with 100% participation and an evaluation score of 80% on confidence in acquired skills (2027).
3. The Governing Council will implement and refine mission-focused self-evaluation as an element in its meetings and annual governance cycle with 100% participation and year-over-year improvements (December 2026 and ongoing).
4. The Governing Council will develop a mission-focused recruiting process for the appointment and orientation of new Councillors with 100% participation (December 2026).

Objective C: Reviewing Mission Priorities

Going forward, Regis College will conduct an Association of Jesuit Colleges and Universities (AJCU) mission priority examen every five years with a follow-up action plan approved within six months for implementation. The mission priority examen will explicitly assess the alignment between institutional mission and lived internal culture (2031).

Actions

1. The Governing Council will evaluate the Global Jesuit Discernment Process and the MOA Review Process to identify processes that should be retained, developed or introduced to support the ongoing assessment supporting a future mission priority examen (November 2028).
2. The President's Office will chart action items, track progress, and report annually to the Governing Council.

Objective D: Valuing and Supporting Staff

Regis College will integrate staff support, sustainability, and professional development as an institutional priority in service of its mission (ongoing).

Actions:

1. Regis will review workload expectations, role clarity, and leadership dependencies to mitigate burnout and single-point-of-failure risk.
2. Regis will formalize access to mission formation and professional development opportunities for staff.

PRIORITY 2:

Regis College will attract Ignatian resources and support the development of its co-curricular and outreach programming and Ignatian programming at RSM.

Objective A: Increasing Jesuit Faculty

Regis will meet the expectations of the Jesuit Conference of Canada and the United States (JCCU) to maintain a core of five full-time mission-aligned Jesuit faculty (2031). Jesuit faculty recruitment will be pursued alongside explicit commitments to the inclusion and flourishing of women and lay faculty.

Actions

1. The President will collaborate with RSM administration and the Jesuit leadership to identify qualified candidates who align with RSM hiring priorities (2026 and ongoing).
2. The President's Office will reach out to Jesuit provinces world-wide to raise the profile of RSM and the Regis Jesuit Community (RJC) as a mission assignment for faculty and formation personnel (September 2026 and ongoing).
3. In collaboration with the RSM Dean, the President will explore opportunities for cross-appointments with USMC, other TST schools, and U of T to create attractive, cost-effective appointments for Jesuits and their Provincials (April 2027 and ongoing).

Objective B: Aligning Course Scheduling with Ecclesiastical Requirements

In collaboration with the RSM Dean, the Regis administration will evaluate programs and course scheduling bi-annually to assess and improve the alignment of resources with Ecclesiastical program requirements and evolving mission and formation goals (April 2027).

Actions

1. The Regis administration will work with the leadership of the Regis Jesuit Community (RJC) to solicit annual feedback from students, faculty, and local and external formation personnel to support the ongoing development and evaluation of curriculum and co-curricular activities and strengthen a culture of improvement (April 2027).
2. The Regis administration will develop and implement a protocol for sharing feedback (in a semi-annual newsletter) with the Regis Academic Council and RSM Joint Academic Council to support program review and mission alignment (April 2027).

Objective C: Diversifying the Hiring Pool

Regis will attempt to diversify hiring by expanded advertising for potential hires to include Jesuits, women and lay faculty, including candidates from the Global South and under-represented contexts (December 2026 and ongoing).

Actions

1. In collaboration with the RSM Dean, the President will engage the *Commissio Mixta* contemplated by the JCCU and its collaborating Jesuit Conferences to support mission-focused hiring reflecting the diversity of its students (December 2027).
2. Regis will explicitly frame international hospitality as a theological and formational good in faculty recruitment and integration (ongoing).

Objective D: Increasing Ignatian Formation Opportunities

Regis will identify and provide annual individual and/or groups ongoing Ignatian formation opportunities for interested RSM faculty, staff, students, and governors to enhance the integration of academic excellence with Ignatian formation (December 2026 and ongoing).

Actions

1. Regis will identify opportunities to engage the Ignatian Colleagues Program, the Ignatian Leadership Seminar, the Ignatian Executive Leadership Academy, and similar opportunities available through providers such as the Association of Jesuit Colleges and Universities (AJCU) and the Collaborative Theology Initiative (CTI) with the goal of at least one faculty or staff member participating every two years (2026).
2. Regis will integrate mental health, psycho-spiritual integration, and affective formation into its understanding of Ignatian formation for mission (ongoing).

Objective E: Enrollment Growth

Regis will collaborate with the Regis Jesuit Community (RJC) and RSM to recruit and support an annual enrollment growth of 4% with a target enrollment of 45 Jesuit and 75 Ignatian-oriented and Ignatian-curious students pursuing programs across all three cycles (September 2030).

Actions

1. Regis will collaborate annually with the Regis Jesuit Community and the RSM administration to review and revise recruiting strategies, activities, and timelines (August 2027).

PRIORITY 3:

Regis College will expand its advancement program to support the sustainable and creative implementation of its mission.

Objective A: Working with USMC Advancement

Regis will develop protocols to clarify its relationship to the USMC Advancement Team to invite transparent and effective collaboration. Advancement and communications will articulate a clear, concise case for support that identifies what uniquely distinguishes Regis College in theological education and formation (March 2027).

Actions

1. The President and Governing Council Chair will develop a "Memorandum of Understanding Between Regis College, the University of St. Michael's College, and the Regis St. Michael's Theology Foundation," guiding fundraising activities, for discussion at the Executive Committee (2027).

Objective B: Fundraising and Communications

Regis will develop its fundraising and communications capacity.

Actions

1. The Regis administration will review its current communication channels, including its quarterly newsletter, to assess and improve their mission-focused messaging (December 2027).
2. The Regis administration will revise its website to coordinate with the new RSM website and differentiate its distinct messaging (May 2027).
3. In addition to attrition replacement, the Regis administration will grow its active outreach database by 120 contacts annually.

4. Regis will make efforts to revitalize the Regis Alumni Association by increasing active membership and engaging the participation of recent graduates (beginning 2027 and ongoing).

Objective C: Fundraising

Regis will raise \$200,000 each year by April 2031.

Actions

1. Regis will expand its outreach through its Windows on Theology Continuous Learning Series, the publication of four quarterly newsletters, and hosting an annual memorial mass, an annual feast day celebration, and two major lectures each year (2026 and ongoing).
2. Regis will increase its annual fundraising target by 6% until it attains an annual income of \$200,000 (April 2030).
3. Annual fundraising targets will be reviewed periodically by leadership and the Governing Council to ensure alignment with capacity, staffing, and mission priorities (ongoing).

Objective D: Legacy Giving

The Regis advancement office will cultivate legacy giving to strengthen the endowment of two fully funded chairs (an increased endowment of \$5,000,000) and scholarships for Indigenous people training for faith leadership, an increase of \$100,000/year, and doctoral-level scholarships, allocating \$200,000/year to support four PhD or DMin students (April 2031).

Actions

1. In transparent collaboration with the USMC Advancement Team and within the professional standards of the U of T Arbor environment, the Regis College advancement office will identify, cultivate (with at least two contacts per year), and/or solicit 3-5 potential major/legacy gifts or grants (\$100,000 plus) annually (April 2028).

PRIORITY 4:

Regis College will expand and leverage its network of strategic partnerships and relationships with the Jesuits of Canada, the JCCU, the Irish Jesuits, CTI, USMC, TST, U of T, and Indigenous partners. Partnerships with Indigenous communities will be grounded in reciprocity, shared discernment, and Indigenous leadership in shaping programs and priorities.

Objective A: Jesuits of Canada

By inviting participation from RSM faculty and students, Regis will promote networking and collaboration among the apostolic works of the Jesuits of Canada.

Actions

1. Regis will invite Indigenous communities with historical relations with the Jesuits of Canada to participate in the Lilly Endowment-funded *Walking in Service* program (August 2026).
2. Regis will continue to promote student internship placements at Our Lady of Lourdes Parish in Toronto, and other feasible pastoral settings (ongoing).

3. In partnership with the Jesuit Collaborative Theology Initiative (CTI) and other higher education institutions, Regis will co-sponsor two events annually focused on faith, justice, and reconciliation (April 2028).
4. Regis will promote collaboration between RSM and the Villa St. Martin and other retreat programs in offering the Diploma in Spiritual Direction in a hybrid modality (April 2027).
5. Regis will support the Lonergan Research Institute as it develops and implements a vision for its future (2026 and ongoing).
6. Regis will mandate a review of the work of the Fraser Centre as the Centre develops and implements its programming (April 2028).
7. Regis will explore potential collaborations with the Jesuit Archives to support the use of the Lonergan and Crowe papers, research in Indigenous Jesuit history, and other points of shared interest (April 2028).
8. Seeking partnerships with campus and area faith communities, Regis will support the founding and growth of Youth Christian Life Communities for undergraduates studying at the St. George campus (April 2029).
9. Regis will support the work of the vocation promoters by offering space for discernment programming for men and women exploring lay, clerical, and religious vocations (April 2027).
10. Indigenous partners will be invited to participate in ongoing evaluation and governance of relevant programs, particularly those funded through external grants (June 2028).

Objective B: Jesuit Conference of Canada and the United States (JCCU)

By inviting participation from RSM faculty and students, Regis will contribute to JCCU-level networking and apostolic collaboration.

Actions

1. Regis will increase its visibility in Canada and the United States by regularly communicating with Jesuit Provincial offices and the Jesuit Conference of Canada and the United States (JCCU) apostolic secretariats, and especially with the Higher Education, Pre-Secondary / Secondary Education, Justice & Ecology, and Formation & Jesuit Life offices (April 2027).
2. Regis will promote participation in AJCU activities and events by RSM, TST, and SMC, including the Integral Ecology Network, the Laudato Si' Commission, and the Faith, Justice and Reconciliation Assembly (April 2028).

Objective C: Irish Province of the Society of Jesus

Regis will continue to develop its relationship with the Irish Province of the Society of Jesus to support the education of Jesuits from developing areas of the world.

Actions

1. Regis will continue the practice of making an annual report to the Irish Province and inquire about emerging directions in their vision for formation (2026 and ongoing).
2. In collaboration with RSM, Regis will identify and develop one key aspect of its global educational outreach to align with the formation outreach of the Irish Jesuit Province (April 2029).

Objective D: Collaborative Theology Initiative (CTI)

In collaboration with RSM faculty and students, Regis will take part in the CTI-led mutual enhancement of global theology schools through exchanges and resource sharing. CTI participation will be explicitly linked to student formation, faculty collaboration, and global theological hospitality (2026 and ongoing).

Actions

1. In partnership with RSM, Regis will support three students participating in a pilot annual exchange course at Hekima Jesuit School of Theology in Nairobi, Kenya (Summer 2026).
2. Regis will raise its profile in South America, Asia, and Africa through regular communications with Jesuit Provincial offices and formation personnel (April 2027).

Objective E: University of St. Michael's College (USMC)

Regis will work with USMC to enhance and grow its outreach and co-curricular programs (April 2027).

Actions

1. Regis will coordinate its Windows on Theology with the USMC-sponsored Canadian Centre for Catholic Pastoral Leadership (CCCPL) (April 2028).
2. Regis will coordinate its *Walking in Service* program with the USMC-sponsored CCCPL (April 2029).
3. Regis will seek and develop a partnership with the USMC Campus Ministry Office to offer co-curricular and outreach programming, such as celebrating open daily masses, hosting Tuesday soup, organizing national and regional school seminars, and forming Youth Catholic Life Communities (Beginning September 2026 and ongoing).
4. Regis will advance the co-founding of a spirituality institute or similar project with USMC (September 2029).

Objective F: Toronto School of Theology (TST)

Regis will actively support the initiatives of the Lilly Endowment-funded (US\$4.3M) *Toronto School of Theology: Building the Future of the Consortium Today* program. This includes establishing a Ministry and Pastoral Leadership Hub; launching a Procurement and Shared Services Initiative; and contributing to a TST-managed endowment (April 2030).

Actions

1. Regis will explore ways to support the development of the Ministry and Pastoral Leadership Hub and participate in the services it provides to improve student experience by coordinating student services, experiential learning, student placements, strategic enrollment management, and curriculum rationalization (April 2028).
2. Regis will explore ways to support the development and participate in the Procurement and Shared Services Initiative to reduce administrative duplication, streamline fixed costs, improve institutional efficiency, share physical spaces, and inform collective long-term strategic planning (April 2028).
3. With the aid of a US \$120,000 grant from TST, Regis will raise US \$160,000 to secure its portion of the Lilly Endowment-funded 2.5 X matching grant, achieve an 11.9% annual return on investment,

and strengthen the long-term financial sustainability of its core ministry formation programs (April 2028).

Objective G: U of T

Regis will invite and support RSM faculty and students to enhance their collaboration with colleagues in the humanities and STEM fields at the University of Toronto through seminars, public lectures, and shared research projects to explore the role of religion in society.

Actions

1. Regis will collaborate with U of T colleagues to design a multidisciplinary exploration of the relationship between science and spirituality (April 2027).
2. In collaboration with the RSM Dean, the President will promote mutual faculty cross-appointments with the Department for the Study of Religion, the Indigenous Studies Program, and other cognate disciplines (April 2028).

Objective H: Indigenous Partners

In collaboration with USMC and RSM, Regis will implement the Lilly Endowment-funded (US\$1M) *Walking in Service* program to support transformative partnerships with the Anishinaabec and Haudenosaunee Confederacies, the Cree, the Oji-Cree, and Métis partners (2026-2031).

Actions

1. Regis will hire a grant-funded program coordinator and educational staff to support both onsite and remote Indigenous students pursuing the Certificate in Theological Studies and other pathways for congregational leadership in Indigenous faith communities (2026).
2. Regis will reach out to First Nations House on the U of T St. George campus to strengthen education and community supports for Indigenous students enrolled at RSM (April 2027).
3. Regis College will provide professional development opportunities to help faculty and students learn about the Indigenous history, languages, cultures, and trauma-informed pedagogies in Canada (January 2028 and ongoing)
4. Regis will develop a series of Windows on Theology courses and other initiatives to introduce Indigenous languages and cultures to the RSM learning community: Anishinaabec and Haudenosaunee (Fall 2027), Cree and Oji-Cree (Fall 2028), and Métis (Fall 2030).

Implementation of this Strategic Plan will be paced, prioritized, and resourced in accordance with institutional capacity. Progress will be evaluated not only by outputs and growth, but by sustainability, formational impact, and fidelity to mission and care for people. At least once a year, the President will submit a report to the Governing Council on progress made in fulfilling the strategic plan.