

# Draft Canisius College Strategic Plan

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## Our Mission

**Canisius College, a Catholic and Jesuit university, offers outstanding undergraduate, graduate and professional programs distinguished by transformative learning experiences that engage students in the classroom and beyond. We foster in our students a commitment to excellence, service and leadership in a global society.**

### At the Core of Our Mission

#### *Catholic & Jesuit*

Canisius is an open, welcoming university where our Catholic, Jesuit mission and identity are vitally present and operative. It is rooted in the Catholic intellectual tradition's unity of knowledge and the dialogue of faith and reason. Founded by the Society of Jesus as a manifestation of its charism, Canisius espouses the Jesuit principles of human excellence, care for the whole person, service to humanity and interreligious dialogue. Jesuit spirituality calls us to seek God in all things and Jesuit education aims to form students who become men and women for and with others.

#### *Transformative Learning & Student Engagement*

Steeped in Jesuit ideals, our undergraduate and graduate academic programs are distinguished by academic excellence, student-faculty interaction, and a variety of experiential learning opportunities that engage students and transform the mind and spirit. Our undergraduate core curriculum enriches students' academic pursuits and delivers a strong foundation in liberal arts, critical thinking and diversity. Graduate and professional programs promote the application of theory to practice.

#### *Service & Leadership*

Benefitting from academically-rich, values-based experiences in their interactions with faculty, staff and community, students learn responsible leadership and develop their ability to inspire others to achieve excellence. At Canisius, students practice these leadership skills in the classroom and through co-curricular activities, frequently in ways that animate our Jesuit values to serve others and benefit our world.

## Our Values

Canisius College is committed to the following guiding principles for all of its decisions and actions:

- Care and respect for the whole person
- Commitment to quality, excellence and continuous improvement
- Leadership and ethical practices
- A deep respect for the natural world, and a commitment to its responsible stewardship
- Grounding in Catholic and Jesuit identity and their traditions
- Holistic approach to education
- Personal accountability

## **Our Promise**

Every Canisius student will receive a challenging, engaging education rooted in our Catholic, Jesuit values that will enable them to succeed in a rapidly-changing global society. Through close collaboration with faculty, staff, alumni and peers, our students develop the skills, habits of mind, and values to pursue successful professional careers and lead meaningful intellectual lives. Students develop a sense of responsibility to create a more just, sustainable and equitable world.

## **Our Vision**

Canisius will be the leading educational choice for those who seek innovative learning opportunities rooted in Jesuit values of social justice.

## **Our Goals and Objectives**

### **I. Promoting Academic Excellence, Innovation and Student Success**

***To provide excellent, diverse, and innovative learning opportunities that nurture the human intellect and spirit and prepare students for a meaningful life.***

1. Create a dynamic Canisius College curriculum and develop new programs that express the college's commitment to academic excellence and social justice and respond to the needs of students, our region and the world.
2. Strengthen the undergraduate core curriculum by insuring that all approved courses and faculty are in alignment with defined learning objectives and by using assessment results to improve the core and student learning outcomes.
3. Expand resources for faculty development, faculty-student research and creative curricular and co-curricular initiatives to support the search for and integration of knowledge.
4. Increase the number of students engaged in transformative, experiential learning opportunities that enable students to apply their knowledge to the challenges of the world, and are prepared for the future.

### **II. Recruiting, Retaining and Engaging Students and Alumni**

***Attract and retain students who will embrace the Canisius College mission and experience and become graduates with a lasting connection to alma mater.***

1. Execute the strategic enrollment management plan to regain WNY market share and strategically expand our reach in international and domestic markets.

2. Increase student retention and persistence to graduation at the undergraduate and graduate level.
3. Pursue innovative partnerships and significant relationships with alumni, friends, corporations and external stakeholders that will create internships and job opportunities for students and alumni and enhance philanthropic support for the college.

### **III. Advancing Institutional Effectiveness and Sustainability**

***Foster a continuing commitment to institutional improvement and growth in resources in support of our mission to provide outstanding educational experiences that lead to student success, and a vibrant, sustainable campus.***

1. Develop and begin to implement a campus master plan that provides a sustainable living and learning environment, utilizes space effectively, and supports academic excellence, collaboration, and student success.
2. Design a comprehensive plan for sustainability and implement environmentally-just practices and policies across the institution to responsibly steward the earth's natural resources and benefit the common good.
3. Increase revenue and align expenses with strategic priorities and the college's evolving resource needs to achieve a sustainable and adaptable financial model.
4. Execute a human resource strategy that recruits, retains and develops talented and diverse faculty and staff and fosters an exceptional workplace culture.
5. Advance our ongoing commitment to institutional improvement and effectiveness through enhanced structures and processes that align strategic planning, program review, outcomes assessment, and resources allocation.

### **IV. Deepening Our Catholic, Jesuit Identity**

***Demonstrate our dedication to our Catholic, Jesuit character and to the promotion of justice in the world.***

1. Recruit and retain faculty, staff, and trustees who will animate the Jesuit identity of Canisius and provide them with the resources to assume increasing responsibility for fidelity to mission.
2. Deepen our commitment to diversity in all its forms and reflect our commitment to diversity in our recruitment, academic programs, and policies and practices.

3. Establish the New Buffalo Institute at Canisius to address the persistent challenges of the poor and marginalized in our city and leverage the opportunities presented by new developments in the region.
4. [Increase the creative visualization and communication of our Catholic, Jesuit educational mission to our college, area, and global communities. ]