



FOUNDATIONS & FUTURE

2025-2030
STRATEGIC PLAN







MISSION

St. Joseph's College is a University community of Catholic higher education rooted in the gospel, dedicated to helping all people discern truth and to build the common good.



COMMUNITY

PRIORITY 1

We are a unified community, rooted in our Catholic mission. “Community” consistently captures the positive experiences at SJC. We focus on goals that all elements of the College can work towards and, together, strengthen the entire College.

Strategic Goals

- 1.** To fulfill our mission of Catholic higher education as the source of what motivates and inspires our action to reach out, communicate, interact, and contribute to the common good through University communities and beyond.
- 2.** To create a welcoming and growing community where faculty, staff, students, alumni, and worshipping members each participate to advance a common mission in the rich variety of ways they connect to SJC.
- 3.** To capture the diversity of everyone’s gifts, through hiring and training that is mission focused and recognizes SJC’s primary role as a university community.



LEARNING

PRIORITY 2

We are a learning community committed to promoting the Church's exploration of faith and reason. This encompasses the growth of our worshipping community, preparation of students to thrive, and the learning of faculty, staff, and students.

Strategic Goals

- 1.** To expand access to SJC learning opportunities, especially in the Liberal Arts, with enhanced preparation and formation for students, and the community that supports them, in their university journeys.
- 2.** To support teaching, research, and learning opportunities across our entire community, rooted in Catholic pathways to social justice, truth and reconciliation, and the common good.
- 3.** To enhance the development of students in our care with particular attention to their university journeys.





LEGACY

PRIORITY 3

We recognize a growing responsibility to shepherd our fiscal, physical, and human resources well. We commit to building a healthy fiscal organization and rooting everything in our mission that will allow SJC to thrive.

Strategic Goals

1. To increase, manage, build, and operate our financial resources towards long term sustainability.
2. To assess and care for our people and infrastructure with sustainable long term plans.
3. To build and grow an engaged community that understands our mission and supports or participates in this work.





WHO WE ARE

St. Joseph's College is an affiliate Catholic college located at the heart of the University of Alberta, the province's premier research institution. We support students in their development as whole people by offering university credit courses that explore the unity of faith and reason, and by providing a safe, inclusive community through our residences and campus ministry. At St. Joseph's College, students are empowered to ask big questions, build lifelong relationships, and develop a faith that is authentic and their own. They then go out into the world with the tools and vision to help bring about the common good.

ABOUT US

- Over 70 courses that explore faith and reason as a part of a University of Alberta degree.
- Small class sizes and dedicated faculty help students feel connected and at home on a large university campus.
- Men's and Women's residences provide housing and meals for over 300 students.
- Daily and weekend Mass offers regular opportunities to participate in the sacraments.





GUIDING PRINCIPLES

SIMPLICITY

- A Strategic Plan that is easy to read and easy to follow.
- A focus on 3 major areas: Community, Learning, and Legacy.

ONE COLLEGE

- Goals, at the strategic plan level, should be described in ways that many offices can speak and act into. Goals should not describe separate offices.
- This approach, increases flexibility of these broad goals over multi year periods.

ASPIRATIONAL BUT ATTAINABLE

- SMART statements (trackable in an updatable dashboard) hold office specific accountabilities, have specific metrics, and are more detailed.
- SMART statements can also be edited and refined year over year, in light of how they are achieving the strategic goals depending on context and conditions.
- SMART statements keep us honest, on task, but do not impede or hold back the larger goals that make up the Strategic Goals.





A MESSAGE FROM PRESIDENT FLYNN

During a time when many higher education organizations struggle, St. Joseph's College has emerged as a mission based and healthy organization. In passing the SJC Amendment Act 2023, which lays the pathway for degree granting status, we have found creative ways to ensure that we continue to provide a space where the liberal arts and humanities intersect with our Catholic tradition, while continuing to grow as a strategic partner at the University of Alberta.

SJC benefits all students while providing them a home in the heart of campus. Conversations of faith and religion from a Catholic lens are brought into honest dialogue and discourse with any subject. Students learn to live faith in the real world, not to create walls, but to learn what is best of our tradition and to use it to build the common good.

If there was ever a time when future leaders require the skills to discern truth and build common values across divides, it is now. This new strategic plan, thus keeps us honest to our new mission statement: "St. Joseph's College is a university community of Catholic higher education, rooted in the gospel, dedicated to helping all people discern truth and build the common good."

In this plan, we honour our legacy, ensure strong foundations, and look to our future and our centennial anniversary in 2027-28. We look forward to welcoming all who want to advance our mission.

Sincerely,

Dr. Shawn W. Flynn
President



A MESSAGE FROM THE BOARD CHAIR

On behalf of the Board of Governors of Saint Joseph's College, I welcome with great enthusiasm its new strategic plan. It springs from the conviction that has animated the College since its inception, namely, the need to have a Catholic community of higher education dedicated to embracing the exciting interplay between faith and reason in service of the Gospel of Our Lord Jesus Christ and the mission of the Church. It is a great blessing for the Archdiocese of Edmonton to have such a community in St. Joseph's College, situated in the heart of the University of Alberta. I have every confidence that this strategic plan, based upon its three pillars of community, learning, and legacy, will help to strengthen Saint Joseph's College as a Christian community united in the truth and dedicated to service of the common good.

Richard W. Smith

Archbishop of Edmonton
Chair, Board of Governors





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