



St. Stephen's College

Transforming Together (Strategic Plan, 2022–2028)

Strategic Directions Approved by Board (April 2022); Strategic Goals Reviewed and Revised by Board (March 2024)

The Transforming Together plan articulates a suite of Strategic Directions, Goals, and Activities/Indicators that propel the work of St. Stephen's College through the fiscal year ending in 2028. The plan aims to give concrete expression and direction to the College's Vision, Mission, and Values, while also working to deepen the College's ethos of Educating the Whole Person. The development of the Transforming Together plan was a collaborative, consultative, data-driven process that began in Fall 2021, with major milestones occurring in Spring 2022, Fall 2022, and Winter 2024 (for a summary of the development of the plan, see Appendix 1).

Guiding Principles:

- Development of the plan will be in a manner that is mission-centred, data-driven, and consultative
- Matters of Equity, Diversity, Inclusion, and Justice are to be written throughout and at all levels of the strategic plan
- Action items should be concrete, result in deliverables that are measurable, and be consonant with the College's Operating Principles
- In order to remain responsive and relevant, the strategic plan will be a living document that is subject to annual review and (when needed) update, revision, and/or supplementation

Design and Components:

The Transforming Together plan consists of the following components:

- **Strategic Directions** are set by the Board and fixed for the term of the plan. The Transforming Together plan articulates five Strategic Directions that provide a framework for concretely advancing the College's Vision, Mission, and Values.
- **Goals** are set by the Principal; in total, 14 goals are identified across the five Strategic Directions. Each goal represents targeted, concrete aims that collectively work to advance the Strategic Directions. Goals are generally fixed for the duration of the plan, though they are able to be updated, revised, and/or supplemented if needed (adjustment is at the discretion of the Principal, with requirement of Board reporting).
- **Activities/Indicators and Accountabilities** are set by the Principal in consultation with the accountable parties. Activities/Indicators are measured either by concrete deliverables, or via regular reporting to the Board. Activities/Indicators can be adjusted throughout the duration of the plan (adjustment is at the discretion of the Principal, in consultation with the accountable parties, with requirement of Board reporting).
- **Timeline** indicates anticipated completion dates; ▲ indicates completion, whereas △ indicates partial completion and/or interim milestones. Items without a singular, concrete deliverable—but in which the College is invested and regularly working toward their achievement—are noted with △ in each year and carry the expectation of annual reporting to the Board.

Reporting:

Progress on the Transforming Together plan will be reported by the Principal to the Board on an annual basis, usually in June.



Overview of Strategic Directions and Goals

Accessible

St. Stephen's will create greater pathways of access to the College's programming and events.

- 1.0:** To Reduce Barriers of Access related to Finances
- 2.0:** To Reduce Barriers of Access related to matters of Diversity
- 3.0:** To Expand the College's Reach beyond its Physical Campus

Hospitable

St. Stephen's will foster rich hospitality among our students, faculty, staff, and community partners.

- 4.0:** To Welcome, Cultivate, and Celebrate Diversity within the SSC Community
- 5.0:** To Fostering Enthusiastic and Vibrant Community among Students
- 6.0:** To Deepen and Expand the College's Capacity to Engage, Develop, and Retain Mission-Centred Faculty and Staff

Educational Creativity

St. Stephen's will foster creative and reflective educational experiences that are student-centred, spiritually and culturally integrative, and which support diverse ways of knowing and learning.

- 7.0:** To Deepen Educational Program Quality
- 8.0:** To Cultivate, Expand, and Highlight SSC's Intellectual and Practice-Based Scholarship
- 9.0:** To Increase Global Awareness and Exposure within College Curriculum

Community Facing

St. Stephen's will be more community facing through greater visibility, engagement, and presence.

- 10.0:** To Enliven and Foreground the College's Public Face
- 11.0:** To Strengthen Existing—and Establish New—Institutional Partnerships for the Achievement of the College's Vision
- 12.0:** To Raise Awareness and Celebration of the Community Engagements of Students, Alumni, Faculty, Staff, and Volunteers

Witnessing Community Transformation

St. Stephen's will assess our effectiveness in inspiring and enacting greater acceptance, justice, creativity, flourishing, and hope in the world.

- 13.0:** To Establish Processes of Evaluative Effectiveness for Institutional and Educational Programs relative to Vision, Mission, and Learning Objectives
- 14.0:** To Foster Excellence in Governance and Administration



Transforming Together

Goals	Activities and/or Indicators	Accountabilities	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Accessible								
<i>St. Stephen's will create greater pathways of access to the College's programming and events.</i>								
1.0: To Reduce Barriers of Access related to Finances	1.1: Secure access to Federal and Provincial Student Loan funds for student enrolled in all SSC programs (Alberta first, then other provinces)	Principal; Registrar		△	▲			
	1.2: Establish metrics for understanding and reviewing fiscal impacts upon students (including educational debt)	Principal; Registrar				▲		
	1.3: Establish a mid-range (5+ year) fund development plan to expand the College's donor base and increase giving to Student Aid	Principal; Development Officer			▲			
	1.4: Establish a long-range (10+ year) strategy to expand and supplement non-tuition revenue streams (cf. 2.8, 6.4)	Principal; Development Officer			▲			
2.0: To Reduce Barriers of Access related to matters of Diversity	2.1: Establish an EDI-J Policy and an Indigenous Framework and Relations Policy (= 4.1)	Chancellor; Principal		▲				
	2.2: Establish an Accessibility Committee to review and identify barriers to access at the College, and to identify funding sources for access improvements (= 4.2)	Principal; Development Officer		△		▲		
	2.3: Complete a voluntary and anonymous EDI-J survey of the College community to better understand existing diversity and identify areas of diversity growth (= 4.3)	Principal; Registrar; Development Officer						▲



	2.4: Expand and anonymize EDI-J data gathering within enrollment applications, and establish an EDI-J reporting structure that is annually maintained (= 4.4)	Principal; Registrar						▲	
	2.5: Conduct an institutional audit to identify and work to rectify historical connections between the College and the former Residential School System	Principal; Chancellor			△		▲		
	2.6: Identify pathways for applicants with non-traditional educational backgrounds to study at SSC (MTS/DMin first, then MPS)	Principal; Registrar; Faculty			△			▲	
	2.7: Digitize admission application process	Principal; Registrar			▲				
	2.8: Establish a long-range (10+ year) feasibility plan for facilities renewal, esp. focused on accessibility, space expansion, and workplace enjoyment (= 6.4; cf. 1.4)	Principal; Registrar; Development Officer			▲				
3.0: To Expand the College's Reach beyond its Physical Campus	3.1: Expand SSC's capacity for online delivery of courses and programs	Principal; Faculty		▲					
	3.2: Update smart classroom infrastructure to facilitate greater mixed-presence offerings	Principal			▲				
	3.3: Establish national and international partnerships to offer global educational experiences (= 9.4)	Principal; Faculty							▲



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Hospitable								
<i>St. Stephen's will foster rich hospitality among our students, faculty, staff, and community partners.</i>								
4.0: To Welcome, Cultivate, and Celebrate Diversity within the SSC Community	4.1: Establish an EDI-J Policy and an Indigenous Framework and Relations Policy (= 2.1)	Principal; Chancellor		▲				
	4.2: Establish an Accessibility Committee to review and identify barriers to access at the College, and to identify funding sources for access improvements (= 2.2)	Principal; Development Officer		△		▲		
	4.3: Complete a voluntary and anonymous EDI-J survey of the College community to better understand existing diversity and identify areas of diversity growth (= 2.3)	Principal; Registrar; Development Officer						▲
	4.4: Expand and anonymize EDI-J data gathering within enrollment applications, and establish an EDI-J reporting structure that is annually maintained (= 2.4)	Principal; Registrar						▲
	4.5: Organize and/or identify annual EDI-J training/education for the SSC community, with the aim of increasing knowledge, awareness, and discursive capacity regarding pluralism and diversity (= 6.2)	Principal; Faculty	△	△	△	△	△	△
	4.6: Adopt and implement principles of universal design within SSC courses (faculty training first, followed by syllabi adjustments) (= 9.3)	Principal; Faculty					△	▲
	4.7: Establish an Indigenous Advisor position	Principal				▲		



5.0: To Fostering Enthusiastic and Vibrant Community among Students	5.1: Establish College supports for student-led initiatives and peer-supports, with the aim of regularly fostering student-led initiative	Principal; Faculty			▲			
	5.2: Expand and deepen student involvement in governance and decision making	Principal	▲					
	5.3: Develop or adapt degree program infrastructure to foster greater community building	Principal; Faculty		▲				
	5.4: Organize and/or identify annual staff and faculty training/education related to the development and deepening of student services (= 6.2)	Principal	△	△	△	△	△	△
	5.5: Increase extra-curricular opportunities for student formation (spiritual, moral, professional, and social)	Principal; Faculty		▲				
	5.6: Work with educational partners to enable greater resource and service sharing to foster academic excellence and greater student experience (= 7.6)	Principal		▲				
	5.7: Establish measures of student satisfaction, students' felt sense of being supported, and the relevance of services to students (= 13.3)	Principal; Faculty			▲			
6.0: To Deepen and Expand the College's Capacity to Engage, Develop, and Retain Mission-Centred Faculty and Staff	6.1: Establish a mid-range (5+ year) plan to better promote and enable scholarly excellence (including recognition of diverse forms of scholarly output) (= 8.2)	Principal			▲			
	6.2: Organize and/or identify annual training/education related to EDI-J (= 4.5) and/or the development and deepening of student services (= 5.4)	Principal	△	△	△	△	△	△
	6.3: Review, evaluate, and revise personnel policies to ensure they are up to date, informed by EDI-J, and promoting of whole-person wellness	Principal; Registrar				▲		



	6.4: Establish a long-range (10+ year) feasibility plan for facilities renewal, esp. focused on accessibility, space expansion, and workplace enjoyment (= 2.8; cf. 1.4)	Principal; Registrar; Development Officer			▲			
	6.5: Establish metrics for personnel satisfaction, engagement, workload, and innovation (= 13.4)	Principal; Registrar				▲		

Goals	Activities and/or Indicators	Accountabilities	2022–23	2023–24	2024–25	2025–26	2026–27	2027–28
Educational Creativity								
<i>St. Stephen's will foster creative and reflective educational experiences that are student-centred, spiritually and culturally integrative, and which support diverse ways of knowing and learning.</i>								
7.0: To Deepen Educational Program Quality	7.1: Achieve full membership and accreditation with the Association of Theological Schools	Principal; Registrar; Faculty	▲					
	7.2: Achieve program approval for the MPS program with the Ontario provincial regulatory college (CRPO)	Principal; Faculty			▲			
	7.3: Achieve program approval for the MPS program with the Alberta provincial regulatory college	Principal; Faculty					▲	
	7.4: Achieve CAQC approval for MPS program	Principal; Faculty				▲		
	7.5: Establish instruments for regularly measuring educational effectiveness relative to program learning objectives and College mission (= 13.2)	Principal; Registrar; Faculty		▲				
	7.6: Work with educational partners to enable greater resource and service sharing, esp. with respect to student experience (= 5.6)	Principal		▲				



	7.7: Work with professional organizations and employers to identify ways to utilize, augment, and/or expand existing SSC degree programming to meet professional training needs (esp. with respect to associated counselling therapy professions)	Principal; Faculty	△	△	△	△	△	△
8.0: To Cultivate, Expand, and Highlight SSC's Intellectual and Practice-Based Scholarship	8.1: Establish educational opportunities within degree programs for students to establish/build their professional networks toward furthering their future careers	Principal; Faculty	▲					
	8.2: Establish a mid-range (5+ year) plan to better promote and enable scholarly excellence (including recognition of diverse forms of scholarly output) (= 6.1)	Principal			▲			
	8.3: Partner with educational, professional, and community organizations for the delivery of public lectures, visiting speakers, and workshops (= 10.2, 11.3)	Principal; Faculty; Development Officer	△	△	△	△	△	△
9.0: To Increase Global Awareness and Exposure within College Curriculum	9.1: Complete a review and evaluation of degree program curricula to establish greater diversity within program learning (esp. with respect to decolonization and anti-racism)	Principal; Faculty					▲	
	9.2: Prioritize faculty hirings (both Core and Associate faculty) that expand the College's diversity with respect to gender identity, sexual orientation, faith tradition, culture, ethnicity, and country of training	Principal	△	△	△	△	△	△
	9.3: Adopt and implement principles of universal design within SSC courses (faculty training first, followed by syllabi adjustments) (= 4.6)	Principal; Faculty	△	△	△	△	△	△
	9.4: Establish national and international partnerships to offer global educational experiences (= 3.3)	Principal; Faculty						▲



Goals	Activities and/or Indicators	Accountabilities	2022–23	2023–24	2024–25	2025–26	2026–27	2027–28
Community Facing								
<i>St. Stephen's will be more community facing through greater visibility, engagement, and presence.</i>								
10.0: To Enliven and Foreground the College's Public Face	10.1: Review, evaluate, and refresh SSC branding and messaging with respect to current and target constituents	Principal; Development Officer			▲			
	10.2: Partner with educational, professional, and community organizations for the delivery of public lectures, visiting speakers, and workshops (= 8.3, 11.3)	Principal; Faculty; Development Officer	△	△	△	△	△	△
	10.3: Develop and maintain community-building initiatives (e.g., an Artist in Residence program)	Principal; Development Officer				▲		
	10.4: Establish and maintain a community art wall in College Lounge	Principal; Development Officer	▲					
	10.5: Conduct a feasibility study for the creation of a community Counselling, Art Therapy, and Spiritual Care Centre (= 11.5)	Principal; Faculty; Development Officer					▲	
11.0: To Strengthen Existing—and Establish New—Institutional Partnerships for the Achievement of the College's Vision	11.1: Strengthen relationships between the College and Edmonton's many cultural and religious communities	Principal; Faculty	△	△	△	△	△	△
	11.2: Regularly participate in community events that align with the College's mission and increase awareness of College programming	Principal; Faculty; Development Officer	△	△	△	△	△	△
	11.3: Partner with educational, professional, and community organizations for the delivery of public lectures, visiting speakers, and workshops (= 8.3, 10.2)	Principal; Faculty; Development Officer	△	△	△	△	△	△



	11.4: Pursue and continue to cultivate community partnerships for the delivery of community services (e.g., Art Hives at the Art Gallery of Alberta)	Principal; Faculty; Development Officer	△	△	△	△	△	△
	11.5: Conduct a feasibility study for the creation of a community Counselling, Art Therapy, and Spiritual Care Centre (= 10.5)	Principal; Faculty; Development Officer					▲	
12.0: To Raise Awareness and Celebration of the Community Engagements of Students, Alumni, Faculty, Staff, and Volunteers	12.1: Regularly feature and share SSC stories via social media, website news posts, and newsletters	Principal; Development Officer	△	△	△	△	△	△
	12.2: Establish an “Alumni and Friends” network that can increase connectivity of the College with its alumni, proactively profile alumni achievements and stories, and regularly connect the College to likeminded community groups	Principal; Development Officer			▲			



Goals	Activities and/or Indicators	Accountabilities	2022–23	2023–24	2024–25	2025–26	2026–27	2027–28
Witnessing Community Transformation								
<i>St. Stephen's will assess our effectiveness in inspiring and enacting greater acceptance, justice, creativity, flourishing, and hope in the world.</i>								
13.0: To Establish Processes of Evaluative Effectiveness for Institutional and Educational Programs relative to Vision, Mission, and Learning Objectives	13.1: Establish a Plan for Institutional Evaluation that addresses matters of responsibility, purposes, problem definition, evaluative instruments, timelines, and risk management/mitigation	Principal		▲				
	13.2: Establish instruments for regularly measuring educational effectiveness relative to program learning objectives and College mission (= 7.5)	Principal; Registrar; Faculty		▲				
	13.3: Establish measures of student satisfaction, students' felt sense of being supported, and the relevance of services to students (= 5.7)	Principal; Faculty			▲			
	13.4: Establish metrics for personnel satisfaction, engagement, workload, and innovation (= 6.5)	Principal; Registrar					▲	
14.0: To Foster Excellence in Governance and Administration	14.1: Biennial review the strategic plan and revise when needed	Principal		△		△		△
	14.2: Develop a self-evaluative assessment tool—relative to the College's Vision, Mission, and Values—that can be used by all Governors, Senators, and Committee Members	Principal			▲			
	14.3: Update and (as needed) expand the suite of policy documents governing the College's operations	Principal	△			▲		
	14.4: Establish web portals for confidential document delivery for all committees (Board, Senate, Faculty Council, and Program Committees)	Principal; Registrar	△		▲			



Appendix 1: Summary of Development of the Strategic Plan

Development of the Transforming Together plan was a mission-centred, data-driven, and consultative process:

- **Planning (Fall 2021):** The first four months of the strategic planning process were given to planning and external consultation. (A) The Board devoted time at each of its Fall meetings (four in total) to discuss not only the process of developing a new strategic plan, but also to imagine the kinds of components and foci it wanted the plan to take. (B) As part of this process, and in an effort to expand the College's capacity for diversity, the Principal worked with a group of MBA students from the University of Alberta to conduct an EDI (Equity, Diversity, and Inclusivity) review of the College; this review aimed to help the College identify short- and long-range EDI targets that might be written into the eventual strategic plan.
- **Data Collection (Winter 2022):** Over the Winter 2022 months, the Principal prepared for the Board an Environmental Scan that provided: (a) a situational analysis of current operations; (b) an analysis of the College's strengths, weaknesses, opportunities, and threats (SWOT Analysis); and (c) assessment of broader trends among peer institutions. The information presented in this Environmental Scan was based on a number of supporting documents, including: (i) results of SSC community consultation regarding strategic planning; (ii) review of the College's current strategic directions and aims; (iii) the EDI report prepared by the UAlberta MBA team; (iv) ATS Institutional reports (both the Peer Profile and the Institutional Strategic Information); and (v) results of the strategic planning discussions from Fall 2021 board meetings. The resultant Environmental Scan was distributed to the Board in March 2022, just prior to the April 2022 Board retreat.
- **Strategic Directions Established (April 1–2, 2022):** The focus of the 2021–2022 Board Retreat was to develop a set of Strategic Directions to inform the future work of the College. Day 1 of the retreat was imaginative in nature; participants included the Board together with all faculty and staff; collective attention was given toward self-critically and constructively reviewing the Environmental Scan and imagining the kinds of components a new strategic plan might include. Day 2 of the retreat was a working day; the Board distilled the broad visioning of Day 1 into a focused, visionary set of five Strategic Directions.
- **Draft of Goals, Actions/Indicators, and Accountabilities (Spring 2022–Fall 2022):** Following the April retreat, the Board charged the Principal with populating the five Strategic Directions with a series of Goals and/or Actions/Indicators. Between Spring and Fall 2022, the Principal (a) worked with the staff, faculty, and faculty council, (b) reviewed a broad range of recent stakeholder engagements, and (c) drew upon the ATS institutional self-study as it was being composed, in order to develop a suite of goals, actions/indicators, and accountabilities that align with and expand the current realities and future possibilities of the College. A working draft of the Goals and Actions/Indicators was presented to the Board in Fall 2022.
- **Review and Revision of Activities/Indicators and Accountabilities (Winter 2024):** The strategic plan was reviewed in February/March 2024 in order to assess the ongoing relevance of the Goals and Activities/Indicators. Changes that were made to the plan include: (a) the addition of a top sheet, outlining the principles and components of the strategic plan, (b) adoption of a name—Transforming Together—for the plan, (c) refinement of the Activities/Indicators (to ensure ongoing relevance and mission-fulfillment), (d) addition of the timeline, (e) extension of the plan to 2028 (rather than 2027), and (f) overall formatting of the strategic plan into a format for distribution.