A TRANSFORMATIONAL EDUCATION: THE STRATEGIC PLAN FOR CANISIUS COLLEGE

2011
I am pleased to present *A Transformational Education: The Strategic Plan for Canisius College* that was approved by our Board of Trustees in May, 2011 after substantial input and deliberation by our Trustees, Regents, and the campus community. The plan culminates a year of intensive and comprehensive strategic planning following my appointment as the 24th president of Canisius College on July 1, 2010.

For more than 140 years, Canisius has inspired students with the ideals of Ignatius Loyola and Peter Canisius, excellent academic programs, and leadership opportunities. As we contemplated Canisius’ past and began to develop our vision of the future, it became clear to us that a Canisius education can and should bring about a transformation in a student’s life. This plan defines an ambitious course to elevate the living and learning experience at Canisius and embrace our Catholic, Jesuit mission in every way.

The plan is founded upon five distinct goals, each of which requires collaboration among our administrative divisions and engagement with our alumni and external partners to achieve. While our mission is squarely focused on the education we provide to our students, the plan also contemplates the important contributions Canisius expects to make to the Buffalo and Western New York community it calls home, the nation and the world.

The success of our planning process, marked by honest conversations, diverse insights and inclusivity, convinces us that we have reached a genuine consensus on an inspiring vision of the future that propels us forward with hope and optimism. A plan of this magnitude will require many hands on the same oar pulling in the same direction. It will also require new resources both from operating budget and from the college’s next comprehensive campaign.

We invite you to join us on this exciting journey as we create the Canisius College of the future. *Ad Majorem Dei Gloriam!*

[Signature]
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.
CATHOLIC

Canisius is an open, welcoming university where our Catholic faith and traditions are vitally present and operative. Rooted in the Catholic intellectual tradition, Canisius cultivates human knowledge for the benefit of Church and society.

JESUIT

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 and service to humanity. 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.

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.
Canisius College will be an outstanding Catholic and Jesuit university that provides its students with an exceptional education in a dynamic urban setting. Canisius seeks to:

- Be a vibrant and progressive university committed above all else to academic excellence and the authentic search for truth.
- Embrace its Catholic, Jesuit identity as its defining characteristic and be committed to enhancing and enriching that identity.
- Recruit faculty with outstanding credentials and foster academic excellence through extraordinary teaching and scholarship.
- Embrace its urban roots in Buffalo, NY and become more engaged with the world around it by addressing issues and challenges in the neighborhood, city, region, nation and world.
- Engage alumni and friends and draw them into a deeper lifelong relationship with the university.
- Be committed to quality and continuous improvement in everything that we do.
VALUES STATEMENT

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
- Ethical practices
- Grounding in Catholic and Jesuit identity and their traditions
- Holistic approach to education
- Personal accountability
I. CREATING A DYNAMIC URBAN UNIVERSITY

Offer outstanding academic programs and learning experiences across the university that engage students, unlock their passion for learning and promote leadership development.

1. Develop and implement an integrated approach to student learning and development.
   a. Expand and reconfigure services for students to meet their diverse needs.
   b. Enhance existing and develop new living and learning communities that integrate academic and student affairs priorities.
   c. Integrate the assessment of student learning outcomes across Academic Affairs, Student Affairs and Campus Ministry.
   d. Investigate, provide and promote utilization of state-of-the-art technology to enhance the student experience.
   e. Promote the awareness of and model sustainable and environmentally-friendly approaches to life through creative academic programs and student programming.

2. Promote excellence in all programs.
   a. Complete the implementation of the revised core curriculum and integrate the core into and across all undergraduate programs.
   b. Use student learning outcomes as a strategic input into the planning and budgeting processes.
c. Use critical evaluation processes to ensure quality in academic and non-academic units.

d. Investigate, provide and promote utilization of state-of-the-art technology to maximize operational effectiveness in all areas of the university.

e. Diversify delivery systems for courses and programs to respond to students’ learning needs and interests.

f. Complete phases I and II of the development of Science Hall and plan phases III and IV.

g. Make substantial progress on the development of the Library Learning Commons.

3. Recruit and support a strong, diverse faculty and staff who are committed to the mission of the university.

a. Expand the scope and amount of support for faculty development of scholarship and new forms of teaching.

b. Examine and evaluate policies regarding equity of faculty and staff compensation and workload.
c. Increase diversity of faculty and staff.

d. Develop and implement a shared understanding of what it means to "hire for mission."

4. Expand undergraduate, graduate and professional programs to build on existing strengths and explore new opportunities.

a. Develop and implement a mission-based, market-sensitive online academic program strategy.

b. Develop and implement new policies that improve access and matriculation of new student populations.

c. Develop and implement mission-based doctoral education.

d. Explore and implement strategies to attract and enroll international students at undergraduate, graduate and professional levels.

5. Develop mission-centric programs in professional education.
II. LIVING OUR CATHOLIC, JESUIT MISSION

*Enhance and enrich our commitment to our Catholic and Jesuit identity as we pursue our vision of being a great American university.*

1. Inspire the student learning experience at Canisius with the Catholic intellectual tradition and the history and traditions of the Society of Jesus.
   
   a. Ensure that the Catholic intellectual tradition is embodied in curricular and co-curricular programs.
   
   b. Promote the Catholic intellectual tradition through the creation of a dedicated institute.
   
   c. Develop programming to highlight essential elements of Jesuit history, tradition and Ignatian spirituality.

2. Cultivate a campus environment in which Catholic and Jesuit traditions are vitally present and operative.
   
   a. Increase resources and infrastructure related to mission and identity activities, to support the new mission and identity officer of the university.
   
   b. Increase Ignatian formation opportunities for students, staff, faculty and alumni.
   
   c. Develop new opportunities for the campus community to engage in diverse forms of prayer, meditation and other spiritual expressions.
   
   d. Develop visual presentations in a variety of media on campus that communicate our Catholic and Jesuit identity.
   
   e. Create a comprehensive orientation program for new hires that would focus on the importance of our Catholic and Jesuit identity.
3. Become a leading advocate for the poorest and those who suffer economic, social, cultural or religious injustice.

a. Respond to Father General Adolfo Nicolas’, S.J., call for all Jesuit universities to play their parts in a more effective international network of Jesuit higher education.

b. Encourage participation in the Jesuit Commons and support scholarly efforts on international and humanitarian projects.

c. Coordinate international student immersion and service trips to reflect areas of emphasis in our international collaborations.
III. ATTRACTING THE WORLD

Engage global partners to attract, educate and develop a talented and diverse campus community as we act in the world for the greater good.

1. Pursue university status for Canisius College.
   a. Fulfill New York State requirements for reclassification as a doctoral granting university.
   b. Develop viable, mission-based doctoral programs in the School of Education and Human Services.

2. Develop and implement a comprehensive integrated marketing strategy.
   a. Create a marketing director position and promote the integration of all Canisius marketing efforts.
   b. Develop a consistent marketing message for Canisius and a plan to deliver it to our many publics.
   c. Investigate, provide and promote utilization of state-of-the-art technology to enhance effective communication for and about the college.

3. Be a competitive force in our existing athletic conferences.
   a. Provide the necessary resources to ensure that staffing levels and operational resources are consistent with conference benchmarks.
   b. Evaluate the amount and distribution of the student-athlete scholarship pool to further academic and athletic goals for Canisius’ program.
   c. Improve existing facilities and examine the development of new venues to remain competitive.
   d. Enhance student engagement through inter- and intra-collegiate athletic programs.

4. Enhance international partnerships to support and increase international student recruitment.
IV. EMBRACING BUFFALO AND WESTERN NEW YORK

Elevate synergies in our academic, research and service programs to respond to the needs of Buffalo and Western New York, contribute to their development, and advocate for their citizens.

1. Foster solidarity with the local community.
   a. Employ community-based learning and other campus initiatives to benefit the local community.
   b. Complete Hamlin Park initiative, Phase I, and explore the possibility of expanding the program to improve our neighborhood.

2. Expand collaborations with local and regional partners.
   a. Develop and implement a comprehensive plan for the college’s involvement with the Buffalo Public Schools and other area public, private and charter schools.
   b. Develop effective collaborations with the ministries of the Catholic Diocese of Buffalo.
   c. Enhance and increase partnerships with corporations, not-for-profit organizations, and government agencies.

3. Support stewardship of our region’s cultural, ecological and historical resources.
V. SECURING OUR FUTURE

Encourage the development of new programs, sources of revenue and new levels of efficiency in our operations.

1. Achieve metrics used to determine student success.
   a. Develop new and improve existing student engagement initiatives.
   b. Investigate and introduce integrated retention initiatives.
   c. Plan and implement a comprehensive health and wellness initiative that stresses the physical, mental and spiritual well-being of our students.

   a. Undergraduate  b. Graduate  c. Professional
d. Regional    e. International   f. Diversity

3. Enhance organizational development through comprehensive human resource strategies.
   a. Plan and implement a comprehensive health and wellness initiative that stresses the physical, mental and spiritual well-being of Canisius employees.
   b. Develop a plan for managing the talent of the college more effectively.

4. Exploit existing resources and explore opportunities to create new sources of revenue.
   a. Implement recommendations from the college’s organizational review process.
   b. Develop a culture of continuous improvement, sustainability and fiscal discipline.

5. Expand funding from external sources.
   a. Enhance grant-seeking and improve grants management.
   b. Conclude the Legacy of Leadership campaign and begin planning for the next campaign.
6. Engage alumni, volunteers and friends by transitioning from an events-driven model to an engagement model.

7. Develop a new Campus Facilities Master Plan.
   
a. Establish systems to ensure that capital budgeting decisions are in accord with the priorities of the campus master plan.

b. Pursue external funding to advance the facilities master plan.