

# STRATEGIC VISION

## 2015 AND BEYOND



KITCHENER, 1953



WATERLOO, PRESENT DAY



OUR VISION

**SJU**  
St. Jerome's University

*Established in 1865*  
*Co-founder of the University of Waterloo*





# St. Jerome's University has the vision to build for the future.

## GUIDING PRINCIPLES IN CONSTRUCTING *STRATEGIC VISION 2015 AND BEYOND*

- 1)** Continue to deliver on who we say we are as a primarily undergraduate Catholic liberal arts university federated with the University of Waterloo.
- 2)** Graduate students who:
  - *have the skills to meet the ethical and moral challenges of modern life;*
  - *foresee challenges and opportunity, especially those related to issues of justice, within the communities to which they belong;*
  - *anticipate the global impact of decisions made today that will influence the shape of the future.*

# WHO WE ARE

Founded by the Congregation of the Resurrection, we are a board-governed, public Catholic university federated with the University of Waterloo. One of our greatest assets is a centuries-old tradition called the *Catholic Intellectual Tradition*.

We build mutually supportive relationships with Catholic as well as other communities and individuals to evolve, expand, and improve the mission of the University for the region, the province, and the country.

## FOSTERING AN ENVIRONMENT THAT MEETS INDIVIDUAL NEEDS

Toni Serafini,  
Assistant Professor,  
Sexuality, Marriage  
and Family Studies



St. Jerome's University is defined by its character of hospitality. "Hospitality is not to change people, but to offer them space where change can take place." (Cardinal Henry Newman) Hospitality welcomes others, whether the others are persons or ideas.

St. Jerome's University fosters an environment that meets the educational and individual needs of students through excellent teaching, research and scholarship, experiential learning, moral and spiritual reflection, personal availability of staff and faculty, year-round academic advising, a vibrant and inclusive campus ministry program for persons of all faiths or no faith, one-on-one spiritual accompaniment when desired, dynamic residence life programs, and cultural, recreational, and extracurricular programs for students who live both on campus and off campus.

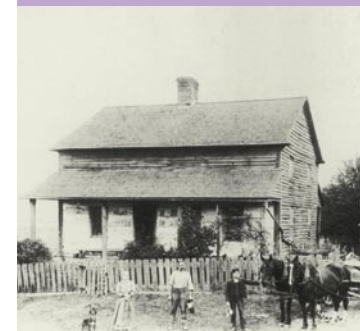


2010 UW Distinguished  
Teacher Award Recipient

Dr. Steven Bednarski,  
Associate Professor,  
History, and Co-director,  
Medieval Studies



In 1865 St. Jerome's  
was founded by  
Fr. Louis Funcken,  
CR, in a cabin on  
the outskirts of St.  
Agatha, Ontario.  
Seven students were  
enrolled here.





# DEDICATED TO EDUCATING THE WHOLE PERSON

Left to right: Jen, 3rd-year Arts; Sabrina, 4th-year Arts

# WHY WE EXIST

The educational experience at St. Jerome's University is comprehensive. St. Jerome's University is dedicated to the fundamental task of educating the whole person. In the knowledge that humans have the drive for meaning-making, our programs develop intellect and reason as well as interiority and transcendence in our students so they can engage the deeper dimensions of life.

Students are encouraged to explore the questions of ethics, responsibility, and the common good. They receive a values-based education that prepares them to be leaders capable of transforming the world.



Krista, 4th-year Arts



In 1889 St. Jerome's moved to a new building in the village of Berlin (now Kitchener) where 33 students were enrolled.



# WHERE WE ARE GOING

St. Jerome's University may have started as a log cabin in St. Agatha, Ontario, in 1865, but its horizons have extended beyond Waterloo Region into many areas of Ontario, Canada and indeed, the world. Today we are proudly federated with our partner, the University of Waterloo. We value its commitment to become an internationally acclaimed university.

We are in solidarity with the University of Waterloo's own strategic vision known as the *Sixth Decade Plan*. It emphasizes, among other things, the following: global leadership in scholarly activities, enhancement of the student experience through experiential learning and research engagement, and the formation of strong alumni links.

St. Jerome's University is committed to ensuring the best possible venue for its students to pursue the myriad activities, both academic and non-academic, that give shape to the education of the whole person. This goal is achieved through small classes, readily available academic counselling, leadership training and student life programs, all in which St. Jerome's University excels.



# ST. JEROME'S UNIVERSITY HAS THE HEART TO BUILD FOR THE FUTURE

Paul, BA, 2010



**Education is about the student-faculty relationship.** This relationship is shaped primarily in the classroom; tomorrow's classrooms will need to be more diverse, flexible, and technologically powerful than the classrooms of yesterday.

**The 21st century is challenging us to re-vision our library/learning space.** We aspire to provide a more digitally based resource centre, but also one which has more peer-learning and study spaces. This is a changing world where international conversations are happening all the time thanks to technology. We want our students and faculty to be engaged in those conversations through our excellent Library and its range of media, both traditional media as well as emerging technologies.

## EDUCATION IS ABOUT THE STUDENT-FACULTY RELATIONSHIP

Ryan Touhey, Assistant  
Professor, History and  
Jay, BA, 2009

**The Centre for Responsible Citizenship** is integral to St. Jerome's University's commitment to educate the whole person. The Centre strives to provide our students opportunities to integrate their classroom learning with service-learning opportunities, volunteer opportunities and international service-learning placements. The Centre also hosts visiting lecturers, encourages common research projects among faculty, and challenges our entire community to work for the common good.

**The St. Jerome's Lectures in Catholic Experience** is a vital link to the Region of Waterloo and beyond its borders. Through this lecture series, St. Jerome's University engages a wide range of scholarly and popular issues that help shape the ongoing formation of a broad public audience.

**St. Jerome's University has the vision, heart, faculty, staff, and students to build for the future.** We invite all of our community partners, our alumni and friends, to join us in this exciting undertaking.



Martha Fauteux,  
Campus Ministry Leader  
2010 Leadership  
Tree Planting



In 1908 after  
several expansions  
a new addition  
was added that  
became a Berlin  
(now Kitchener)  
landmark.







WE SEE A FUTURE  
BRIGHT WITH PROMISE

Back left to right: Jen, 3rd-year Arts; Dan, 2nd-year Eng.;  
Ewelina, 2nd-year Eng.; Front left to right: Scott, 4th-year Math;  
Paul, BA, 2010; Andrew, 3rd-year Env.



# WHAT DO WE VALUE?

In serving students, St. Jerome's University is committed to the following:

## FOSTERING A VIBRANT CATHOLIC COMMUNITY

- We are truly Catholic, that is, we are inclusive. A diversity of faith and civic perspectives enriches our University community. Everyone is welcome at St. Jerome's!
- We celebrate tradition while remaining open to the new. St. Jerome's University is a university with a deep commitment to education through the liberal arts, as informed by the rich range of Christian understandings and Catholic traditions that frame the study of the humanities, social sciences and mathematics.
- We engage in collaborative processes that promote the contribution of all.

## NUTURING A CHALLENGING AND INTIMATE ACADEMIC ENVIRONMENT

- We encourage creative investigation and discovery. We support research, scholarship, and innovative work. We value and protect free inquiry and strive to disseminate new knowledge both in the classroom as well as through published works.



Statue of Fr. Louis Funcken, CR, instructing a student

- We use technology effectively and ethically. We are currently expanding our capacity for curriculum development and delivery by using technologies that support engaging and dynamic pedagogies.
- We ignite intellectual passion. Through individual and small-class settings, students engage their own creative interests and are encouraged to contribute to the learning dynamic.
- We undertake nationally acclaimed research. Our faculty engages in scholarly research "on the ground." They contribute to Canada's national research agenda and actively participate in learned societies throughout the world.



President & Vice Chancellor  
David B. Perrin with 2010  
student leaders



In 1953  
St. Jerome's  
College opened  
its Kingsdale site  
where it was home  
to 190 students.





With *Strategic Vision 2015 and Beyond* as the framework, St. Jerome's University commits to continuing initiatives in the areas in which we currently excel, as well as in targeted areas described in the strategic directions outlined below, where we want to grow or where there are new directions for us to embark upon.



Erika, 3rd-year Arts,  
Emily, 2nd-year Arts,  
Natalie, 1st-year Arts



## CELEBRATING DIVERSITY

- Our goal is to prepare students as global citizens and to welcome persons from diverse cultures and nationalities to learn, grow, and serve through experiential and course-based learning opportunities.
- We integrate living and learning. Creating communities and social networks that foster learning, collaborative relationships, and friendships motivate our faculty, staff and students.

## WITNESSING A SENSE OF SOCIAL RESPONSIBILITY

- We embrace the Gospel's prophetic call to social justice which leads to the promotion of social justice within and outside the institution.

- We develop leaders and thinkers. We protect and encourage free inquiry and expression in keeping with the unique mandate of the university in society.
- We foster a global international exposure. We help students achieve their full potential by developing a core of international service and learning opportunities.
- We are environmentally responsible. We care for the environment and are proactive in engaging sustainable plans in multiple areas on our campus (e.g., food services; facilities maintenance; and recycling). We know that ecological-mindedness goes hand in hand with responsible citizenship.
- We practice sound financial and resource stewardship. As stewards of public and private resources, we commit ourselves to maximize the generosity shown by our multiple stakeholders, whether this be gifts of time, talent, or treasure.

## OUR GOAL IS TO PREPARE STUDENTS AS GLOBAL CITIZENS



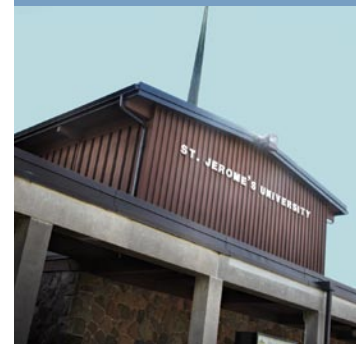
Raquel, 2010, India  
(Beyond Borders)




Kiera, 2nd-year Arts



In 1962  
St. Jerome's  
University moved  
to its new home  
on the campus of  
the University of  
Waterloo.







Larissa, 4th-year Arts  
Residence Don

WE OFFER PROGRAMS  
AND COURSES THAT  
ARE RELEVANT



# HOW WE WILL REACH OUR HOPED-FOR FUTURE CHANGE

No strategic direction exists in isolation. Growth, change, or development in one area will have an impact in another area. As a result, adjustments and modifications are foreseen in the future as we implement *Strategic Vision 2015 and Beyond*.

## **Strategic Direction One: Maintain our place as a premier undergraduate Catholic liberal arts university in Canada**

- i. recruit and retain exceptional faculty who are able to achieve excellence primarily in teaching and student engagement, but who are also actively engaged in research and publication;
- ii. offer programs and courses that are relevant to society and our mission while maintaining a commitment to a classic liberal arts education, and interdisciplinarity;
- iii. develop SJU's unique contribution to mathematics at the University of Waterloo;

- iv. invigorate our commitment to undergraduate Catholic studies;
- v. explore the option of launching another graduate program unique to St. Jerome's University;
- vi. live our commitment to social justice by ensuring that the complete St. Jerome's University academic and student life experience can be realized by more students who have the academic ability but lack the financial resources.

## **Strategic Direction Two: Confirm our place within various Catholic communities regionally, nationally, and internationally**

- i. fully develop deep and collaborative partnerships within Catholic circles both locally and regionally as well as across the dioceses of Hamilton and Toronto;



Matt, 4th-year Math



## WE DEVELOP LEADERS AND THINKERS

Investiture, 2010

David B. Perrin, President & Vice-Chancellor, on right



Today  
St. Jerome's  
University is  
looking to build  
on it's future.





A group of students are walking along a paved path covered in snow. In the foreground, two students are seen from behind, both wearing large backpacks. The student on the left has a light-colored backpack with a green logo, and the student on the right has a black backpack. They are walking towards a group of four other students who are walking away from them. The students are dressed in winter clothing, including coats, scarves, and hats. In the background, there is a brick building with a covered walkway and some trees. The sky is clear and blue.

STUDENT SOCIAL SPACES  
SHOULD ENHANCE THE  
STUDENT EXPERIENCE

Choate Common



- ii. utilize the network of post-secondary Catholic universities and colleges in Canada and abroad to support our mission and raise awareness of the importance of Catholic education;
- iii. diversify the St. Jerome's University student body by making SJU a top choice for international students seeking a complete undergraduate liberal arts or mathematics education.

### **Strategic Direction Three: Enhance Relationships with Our Alumni**

- i. revitalize our Alumni Association so that through collaboration with our Advancement Office it can represent and connect with those who have experienced the St. Jerome's difference;
- ii. use events and activities as an effective way to build ongoing connections among and with our alumni, donors, and friends;
- iii. take every opportunity to profile, highlight and celebrate the accomplishments of our alumni.

### **Strategic Direction Four: Enhance Relationships with External Communities**

- i. encourage our faculty and staff to act as ambassadors for the University through their considerable service, volunteer commitments and community outreach;
- ii. work with Board members to promote, profile and expand the St. Jerome's University brand outside of established channels;
- iii. strategically market international service learning and exchange programs for students;
- iv. develop opportunities and support alumni in their efforts to share their SJU experience for the benefit of all.

### **Strategic Direction Five: Supportive Infrastructure - Re-vision Our Physical Campus for the 21st Century**

- i. re-design, through construction and renovation, our current facility to ensure that the best possible student, teaching, and collaborative spaces required for effective learning and research can be realized;
- ii. enhance our Library with a learning commons able to meet the study, research, and collaborative learning needs of our students and faculty;
- iii. further develop the residence program and the overall quality of the residence experience by revitalizing our housing facilities;
- iv. thoughtfully plan and develop the student social spaces required to enhance the student experience, student engagement and thus continue to fulfill our promise to educate the whole person.



SJU mascot Jerome



Sam, 2nd-year Arts,  
2010-2011 Students'  
Union Social Convenor



Our vision is to further develop the overall quality of the residences, classrooms, library and student social spaces.





# SJU

## St. Jerome's University

*Established in 1865  
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*Strategic Vision 2015 and Beyond* has been built over the past three years through a wide range of information-gathering, consultation, and dialogue processes. It was approved by the Board of Governors in January 2011.



ST. AGATHA, 1865



ALUMNI COURT, PRESENT DAY



BERLIN (KITCHENER), 1889

