St.Thomas UNIVERSITY

A Collaborative and Strong Future for St. Thomas University

MESSAGE FROM THE PRESIDENT

For more than a century, the belief that individuals from every background deserve the opportunity for higher education in a challenging, responsive, and stimulating setting has driven our development. The unique qualities of STU — the emphasis on people, ideas, and values — have been at the core of our growth and have propelled the success of our students and alumni.



Just as we deeply value our past and the importance of a liberal arts education, so do we seek to improve our ability to become the best STU that we can be and prepare our students for the opportunities of tomorrow. Necessary, constructive, and focused change is motivated by our ambition to realize great institutional opportunities and develop new institutional strengths.

Through this plan, we will reimagine STU with a purpose consistent with our storied past, delivering a transformative education that is relevant and important to each student and essential to society. This strategic plan results from our first campus-wide consultation in a decade and involved almost 1,000 members of our community.

Our faculty and staff possess the talent, dedication, and commitment needed to rise to the challenges of the coming years. I am looking forward to working alongside every part of our community to create an environment that benefits our students and sustains our future.

It is now our turn to write a new chapter in the STU story.

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Dr. M. Nauman Farooqi President and Vice-Chancellor



At the entrance to our campus, the flags of the Wolastoqiyik and Mi'kmaq Grand Council are proudly flown. These flags symbolize our past and are an acknowledgement and welcome to our many Indigenous students.

Through its mission, St. Thomas is responding to the Truth and Reconciliation Commission's call that universities be leaders in re-setting the relationship between Indigenous and non-Indigenous communities. The Department of Native Studies, Indigenous language programs, Endowed Chair in Native Studies, Wabanaki Centre, First Nation's learning partnerships, and the Mi'kmaq/Wolastoqey Bachelor of Social Work are examples of this work. It is our intention to be a leader in reconciliation through education, dialogue, and collective action.

Every year at a special ceremony, graduating Indigenous students are gifted with Eagle Feathers that they carry as they receive their degree at Convocation. The Eagle Feather bestows honour and responsibility as it symbolizes its bearer as a messenger for respect, truth, courage, and wisdom as passed down by Elders — ideals that are reflected in STU's motto and our plans for the future.



"Education leads to liberation, education leads to opportunities, education motivates each of us to make the world a better place, not just for us but for others and for the future."

Hon. Graydon Nicholas Chancellor, St. Thomas University



St. Thomas University Established 1910 The Enduring Value of a Liberal Education For more than a century, the belief that individuals from every background deserve the opportunity for higher education in a challenging, responsive, and stimulating setting has driven our growth. People, ideas, and values have been central to the development of STU as a nationally recognized university. We welcomed students from all over the world — those of proven ability and those with potential, those who wish to pursue traditional paths or those who pursue non-traditional paths.

Our confidence in the value of a liberal education has also been steadfast. Across many academic disciplines, we teach students how to think, not what to think. In the classroom, our faculty explore subjects and ideas in ways that require informed and considered judgment. Our motto — *Doce Bonitatem Scientiam et Disciplinam/Teach Me Goodness and Knowledge and Discipline* — describes a distinct education that provides students with knowledge, wisdom, and the character to achieve excellence in their personal and social realms.

We continue to reimagine STU with a purpose consistent with our storied past, delivering a transformative education that is relevant and important to the individual and essential to society.

MISSION

St. Thomas University prioritizes teaching and learning so that each student is prepared for personal and career fulfillment. Through leading programs informed by our humanistic approach and opportunities for experiential education, we offer a robust and inclusive learning community that fosters connections across academic disciplines and emerging scholarly areas. On our beautiful campus, supportive faculty and staff create the ideal place for discovery and possibility. Each St. Thomas student is empowered to think independently, communicate effectively, and act responsibly. Meaningful contributions to the communities we serve — locally, nationally, and globally — are made today, through our teaching and research, and tomorrow, through the success of our alumni.



VISION

St. Thomas University commits to become the leading choice for students seeking a holistic university student experience.

STU COMMITMENTS

1 Teaching Excellence

Students will be challenged and empowered to explore and expand their intellectual interests and think reflectively through expertly designed curriculum, serious intellectual inquiry, and opportunities to grow inside and outside the classroom. Our campus will be a place for inclusive and collaborative learning, informed discussion, and rigorous scholarship.



2 Future Ready Minds and Skills

Pursuing a first-rate education to be prepared for a complex world, students will be empowered to make an impact in their careers and communities. They will graduate with a breadth of knowledge and depth of understanding, ethically equipped for perennial questions and new challenges. Lifelong learners, they will be ready for careers and opportunities, today and tomorrow.



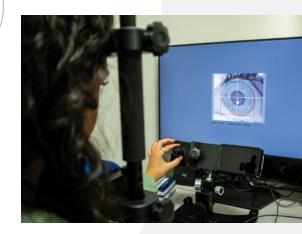


3 Education for the Whole Person

Exceptional opportunities to grow and develop alongside and outside of the classroom through clubs and societies, experiential learning, varsity athletics and recreation, and university-wide activities will await each student. On our beautiful campus situated in the capital city of Fredericton and overlooking the St. John/ Wolastoq River, we will be home to a community dedicated to educating the entire person through social involvement and inclusion.

4 Impactful Faculty Research and Societal Contributions

Student, alumni, and faculty success in all fields will continue to provide evidence of our outstanding scholarship. STU will be an inclusive and supportive scholarly community dedicated to research and knowledge creation that addresses issues of importance to society and produces positive changes in our local, national, and global communities.



5 A Supportive Community for All

Students will develop and mature in our close-knit, supportive community that welcomes and celebrates diversity. Faculty will demonstrate excellence in teaching, research, and mentorship. Staff will provide essential services and supports. All faculty and staff will be committed to student success, and will be valued and supported in their respective roles. Meaningful academic, personal, and professional experiences will be available for each student, inspiring them to reach their potential.

GOAL 1

Offer students a distinctive future-focused, transformative education through high standards of excellence in teaching, learning, and research.

STRATEGIES

- 01 Reimagine STU by focusing on creativity and innovation in academic programming, interdisciplinary learning, experiential education, career and life readiness, and community engagement to prepare students for the careers and opportunities of tomorrow.
- 02 Expand and renew the academic curriculum through the development of a new *University Academic Plan* that enhances STU's commitment to excellence in teaching and research.
- 03 Ensure that students are not only engaged in their learning, but equipped to apply their skills effectively and confidently.
- 04 Offer flexible learning options geared toward a more diverse range of learners including lifelong learners and part-time students.
- 05 Support and promote faculty research, primarily through continuing implementation of the *Strategic Research Plan*, recognizing that research is an essential aspect of university scholarly life and that it contributes to cutting-edge academic programming. Connect STU's research institutes more effectively to the wider community through promotion, partnership, and engagement.

OUTCOME

This goal aims to deliver educational excellence and also anticipates and adapts to future demands, equipping STU students with a truly transformative and future-focused learning experience.



"I've always dreamed of being a journalist and STU gave me the tools to get there. The campus paper gave me a chance to test what I was learning. My professors gave one-on-one help with my writing."

Karissa Donkin, BA'12 Award-winning investigative journalist



"The classes you take at STU challenge you to think differently about the world. The opportunities to get involved on campus build your character and teach the value of helping others. STU challenges us to learn about the world around us — about social issues and what role we have in making a difference in our society."

Husoni Raymond, BA'20

Tom McCann Trophy Recipient and Moot Court Alumnus Articling at McCarthy Tétrault Law

GOAL 2

Strategically grow St. Thomas University by increasing learning opportunities and supports for all students. Ċ



"STU is a special place. There are not many institutions that have such a strong focus on community building and student involvement. It's been inspiring to be a student here."

Ethan Nylen, BA'23 STU Scholarship Recipient and Rhodes Scholar Oxford University



"People really care and want you to do well here, that's what differentiates STU from other universities. For me, it was that long-awaited university experience everyone was always talking about."

Jazmyne McLaughlin, BA'24 STU Tommies Women's Soccer and Dean's List Student Law Student

STRATEGIES

01	Collaboratively renew the <i>Strategic Enrolment</i> <i>Management Plan</i> , which identifies STU's optimum enrolment in alignment with the new vision for STU.
02	Expand and diversify domestic, Indigenous, and international enrolments through a strategic and prioritized approach.
03	Significantly increase financial supports for students, particularly at the entrance levels, through an updated Advancement Fundraising and Alumni Engagement Plan.
04	Increase student engagement and retention through more focused and intensive supports for academic success and career readiness.
05	Prioritize the development of more experiential learning opportunities for students.

OUTCOME

Through intentional enrolment planning and enhanced financial aid, STU will foster enrolment growth and a more holistic student experience in which students are prepared for their future success.

GOAL 3

Support student success more effectively through improved organization and operational focus and efficiency.

STRATEGIES

01	Examine policies and processes from the student perspective to simplify and remove barriers.
02	Empower staff at all levels to build a student success-centred campus through a commitment to orientation, training, professional development, and access to necessary data, tools, and technology.
03	Develop and implement a <i>Human Resources and Well-being Plan</i> that espouses the commitments of this strategic plan and that promotes a thriving, healthy campus community where individuals can succeed personally and academically.
04	Establish a President's Advisory Committee on Equity, Diversity, and Inclusion to provide advice on actions and practices to make campus and community more equitable, diverse, and inclusive.
05	Better leverage facilities and infrastructure to become a more student-focused campus through an institutional <i>Campus Facilities Plan</i> .



"At STU, I have explored my passions, made meaningful friendships and connections, and had unique opportunities — STU's strong network makes student ideas possible."

Estefania Martinez, BA'24 Tom McCann Trophy Recipient Research Analyst for the Government of New Brunswick



"STU gave me the opportunity to forge friendships with professors, students, and staff that have helped me grow at a personal, professional, and spiritual level."

Jimy Beltran, BA'18

Tom McCann Trophy Recipient and Venture for Canada Fellow (2018) Program Officer — Natural Resources Canada

OUTCOME

Through intentional planning and striving for operational and organizational excellence, STU will be better positioned to support the holistic student experience.

Build and leverage impactful campus, community, and alumni relationships to support transformative education.

GOAL

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"The liberal arts can prepare you for a lot of things that you weren't necessarily planning or thinking about doing. It can set you on a course for life."

Trevor Kennedy, BA'11 Vice-President, Indo-Pacific Business Council of Canada



"I'm thankful for everything STU has given me. I made friends that will last a lifetime and worked with professors that will be mentors for a lifetime."

Ashley Riley, BA'19

Earned a Master of Arts in Globalization Studies from Dartmouth College International Student and Scholar Advisor at Northeastern University

STRATEGIES

01	Develop and implement an integrated Communication, Brand, and Marketing Plan to guide internal and external communications, which champions an authentic and consistent brand across the university.
02	Focus on demonstrating STU successes through the stories of our community: sharing and celebrating student, alumni, faculty, staff, research, and varsity athletics success.
03	As part of broader enrolment, communications, and alumni work, identify and engage targeted groups in the local and global communities in support of the continued success of our university and our students.

OUTCOME

STU will leverage our relationships and tell our unique story to increase awareness of the opportunities we offer and garner ongoing support and opportunities for our students.



GOAL 5

Ensure St. Thomas University's long-term stability and capacity to provide transformative education to future generations of students. St. Thomas UNIVERSITY

STRATEGIES

01	Develop a new <i>Financial Sustainability Plan</i> in alignment with the <i>Strategic Plan 2025–30</i> that considers both the short — and long-term financial health of the university.
02	Seek enhanced public and private funding partnerships that align with the holistic student experience.
03	Determine and share key operational indicators that reflect financial health.
04	Adopt a more comprehensive approach to sustainability — encompassing climate action, environmental stewardship, reconciliation, social equity, innovation, and economic resilience — to optimize campus operations and create opportunities for students to contribute to building a resilient and inclusive future. The <i>St. Thomas</i> <i>University Climate and Sustainability Action Plan</i> will be factored into institutional decision-making, ensuring sustainable practices guide operational improvements and student success initiatives.

05 Develop applicable metrics for each goal and strategy in this strategic plan and develop and empower cross-functional teams to ensure their implementation.

OUTCOME

Ensure the successful implementation, measurement, and resourcing of this strategic plan so that STU can become the leading choice for Canada's holistic university student experience.



"Every professor I worked with made an honest attempt to connect with students and ensure we were understanding and enjoying our courses. I developed a sense of self and community."

Abbie LeBlanc, BA'19

Nelson Mandela World Human Rights Moot Court Champion, 2017 PhD Student at Harvard University



"STU taught me the importance of getting out of my comfort zone. I felt fully prepared to navigate opportunities effectively and achieve my highest aspirations."

Haley Brown, BA'22 Senior Liquidity Risk Analyst, TD Securities

STU TODAY FACTS & FIGURES



Academic Disciplines



Countries Represented

B First Nations Represented

99%

of Faculty Hold the Highest Degree in their Field

\$2.5M

Annual Funding for Scholarships, Bursaries, Prizes

100 +

Different Scholarships and Bursaries

8/10

First-year Students Receive Financial Support

STUdents Report Greater Gains in Critical Thinking, Writing, Problem Solving

STUdents Rate Faculty Significantly Higher for Effective Teaching STUdents Report a More Supportive Campus Environment

First Year STUdents Report Higher Satisfaction Levels

*Canadian University Survey Consortium

RESEARCH CHAIRS



Canada Research Chair in Global and Transnational Studies



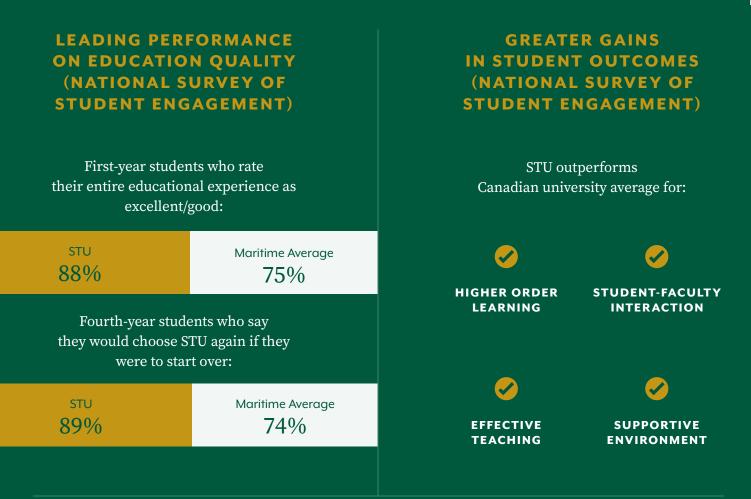
Health Research Chair in Community Health and Aging



Canada Research Chair in Physical Culture and Social Life



The Student Research and Ideas Fair promotes student research, and many students work closely with their professors as research assistants



WORLD CLASS RESULTS



World moot court success and a Rhodes Scholar in one year reflects the caliber of education and opportunities for students. Julia Evans, BA'23 and Elisha Gunaratnam, BA'23 finished as runners-up and top speakers at the Nelson Mandela World Human Rights Moot Court Competition, while Ethan Nylen became the fifth STU student to be named a Rhodes Scholar.



\$175M

Better Earnings for Alumni (Annual impact earning potential of 8,800 graduates in NB)

\$62M

Impact on NB GDP (STU spending in salaries, maintenance, financial aid, and other areas contributes annually to the NB GDP)

\$4.6M

Injected by Out-of-Province Students/Visitors

\$1M

Research Impact (Faculty research contributes \$1M annually to the NB GDP)

TOTAL

932 | \$2.5M

SUPPORTING OUR STUDENTS scholarships 567 | \$2.01M

bursaries 327 | \$440K

awards 38 | \$73K

88%

of STU's NB graduates remain in NB after 1 year

of STU's international students remain in NB after 1 year

38%

INDIGENOUS EDUCATION

=

9%

of student body

Approximately

160

Indigenous students

are registered at STU

STU has one of the highest percentages of Indigenous students in the region

STU had one of the first Native Studies Programs in Canada and was the first to establish a Chair in Native Studies

The Mi'kmaq and Wolastoqey Bachelor of Social Work Program is the only one of its kind in Canada



Winner at North American Round at Stetson International Environmental Law Competition



OUTSTANDING AT MOOT COURT



Champions and Top Finishers at Nelson Mandela World Human Rights Moot Court





ACAA Titles



442

Academic All-Canadians





STRATEGIC PLANNING WORKING GROUP

Dr. M. Nauman Farooqi President and Vice-Chancellor

Dr. Kim Fenwick Vice-President (Academic and Research)

Ashlen Albright Director, Communications

Alison Belyea Academic Adviser

Jeffrey Carleton Assistant to the President (Communications)

James Culligan Vice-President (Finance and Administration)

Dr. Matt Dinan Associate Professor and Director, Great Books and Aquinas

Dr. Amanda Dipaolo Professor and Director, Human Rights

Meaghan Donahue Wies Director, Athletics and Recreation

Cristi Flood-Caristi Director, Student Recruitment

Cory Flynn Acting Director, Student Services Bailey Gardner Student Accessibility Adviser

Garry Hansen Project Manager, Strategic Planning

Dr. Martin Kutnowski Professor and Director, Fine Arts

Jodi Misheal Vice-President (Advancement & Alumni Relations)

Carrie Monteith-Levesque International Student Coordinator

Dr. Gemma Porter Assistant Professor, School of Education

Ryan Sullivan Associate Vice-President (Enrolment Management)

Dr. Chris Teeter Director, Institutional Research and Planning

Dr. Peter Toner Associate Vice-President (Research)



"STU is an intimate academic community. Classes are small and students can participate in the research of their professors. The opportunities for growth at STU are fantastic, and it is satisfying to see students flourish."

Dr. Tom Bateman, Political Science



"The culture at STU is one where students feel like they matter. When I was a student here, I always felt like I mattered to my professors because they put so much effort into providing me with a quality education."

Dr. Amanda DiPaolo, BA'01 Human Rights

GEORGE MARTIN HAL

St.Thomas UNIVERSITY

The land on which St. Thomas University is located is the traditional territory of the Wolastoqiyik/ Wəlastəkewiyik/Maliseet whose ancestors, along with the Mi'kmaq/Mi'kmaw and Passamaquoddy/ Peskotomuhkati Tribes/Nations, signed Peace and Friendship Treaties with the British Crown in the 1700s.

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