



**INSTITUTE FOR
CHRISTIAN STUDIES**

FIVE YEAR STRATEGIC PLAN
2007 TO 2012

1967 – 2007



Mission

The Institute for Christian Studies is an interdisciplinary graduate school where:

- ❖ the gospel's message of renewal shapes our pursuit of wisdom;
- ❖ scholars focus on the intersection of Reformational philosophy and contemporary scholarship and society.

Goals 2012

- 1 Academic:** ICS is recognized as an outstanding school for interdisciplinary Christian graduate studies in philosophy leading to Master of Worldview Studies, Master of Arts, and Doctor of Philosophy degrees.
- 2 Community:** Christian scholarship is practised and apprenticed in a caring academic community where hard, honest questions are welcome.
- 3 Continuing Education:** A summer school program makes ICS's Master of Worldview Studies degree available to non-resident students. The summer school contributes to ICS's community service, institutional capacity, and financial health.
- 4 Institutional Health:** Astute financial stewardship and dedicated staff allow ICS to focus on its core educational mission.





Academic Goal

ICS is recognized as an outstanding school for interdisciplinary Christian graduate studies in philosophy leading to Master of Worldview Studies, Master of Arts, and Doctor of Philosophy degrees.

OBJECTIVES

STRATEGIES/ACTIVITIES

A Ensure the Program Review document is the living centrepiece of ICS's academic strategy.

1 Integrate Program Review objectives in all academic committee work.

2 Review the MWS degree architecture in light of the Program Review and the summer school initiative.

B Expand ICS offerings into areas such as Philosophy of Science, Economics, Ethics, Biblical Studies, and Cultural Criticism.

Hire the best new Senior Member available in any of these fields annually, beginning in 2010-11.

C Annual ICS program offerings include courses dealing topically with issues such as the environment, race, and feminist concerns, where Christians must speak and act prophetically.

Educational Policy Committee (EPC) ensures this objective is met by soliciting appropriate course proposals.

D Ensure a successful review by the Postsecondary Education Quality Assessment Board (PEQAB).

Develop an action plan for the next PEQAB review.

E Develop a specific strategy for the library to support ICS's unique vision for graduate education.

1 Develop a strategic plan for improving the library's quality and services.

2 Install a new electronic circulation management system.





Community Goal

Christian scholarship is practised and apprenticed in a caring academic community where hard, honest questions are welcome.

OBJECTIVES

STRATEGIES/ACTIVITIES

A Continuously improve existing mentoring program for Junior Members.

Review mentoring program with a view to recommending changes and enhancements, if necessary.

B ICS maintains excellent relations with all its alumni.

Develop a strategy for incorporating alumni into all ICS events and fundraising (Institutional Health, A.1).

Continuing Education Goal

A summer school program makes ICS's Master of Worldview Studies degree available to non-resident students. The summer school contributes to ICS's institutional capacity and financial health.

OBJECTIVES

STRATEGIES/ACTIVITIES

A Initiate summer courses and seminars consistent with overall educational mission.

1 Develop an action plan for summer school with a specific time line.

2 Offer first summer program of five courses and one seminar.





Institutional Health Goal

Astute financial stewardship and dedicated staff allow ICS to focus on its core educational mission.

OBJECTIVES

STRATEGIES/ACTIVITIES

<p>A Increase ICS annual fund income by 8% annually (5.5% adjusted for inflation) for 5 years.</p>	<p>Prepare an Advancement & Communication Plan for achieving the objectives.</p>
<p>B Embark on a major capital campaign within five years to: a) endow at least five chairs and b) establish a Junior Member scholarship fund of two million dollars.</p>	<ol style="list-style-type: none"> 1 Develop a comprehensive capital campaign plan. 2 Campaign first meeting. 3 Private phase begins. 4 Public phase begins.
<p>C Foster a healthy work environment for all employees.</p>	<p>Develop Human Resources Plan to include: a) professional development plans as part of employee review process; b) annual reviews to help employees achieve professional goals and alignment with ICS's mission and vision; c) an administrative structure with Administrative and Academic teams, each with a team leader.</p>
<p>D Expand the work of Friends of ICS (FICS) on behalf of ICS mission and vision in the USA.</p>	<p>Hire a full-time Executive Director of FICS to expand American support for the mission and vision of ICS while helping ICS to better fulfill its mission for the United States as well as Canada.</p>
<p>E Select a new name that correctly identifies ICS as a graduate school.</p>	<p>Strike a committee to develop the rationale for a new name, and choose the name.</p>
<p>F Create a new governance structure to improve oversight, strategic thinking, and fundraising capacity while simplifying the present structure.</p>	<ol style="list-style-type: none"> 1 Put Board structure & role of Annual General Meeting on Board and Senate agendas. 2 Appoint subcommittee to devise rationale and plan. 3 Report recommendations to Board Exec
<p>G Establish partnerships with a variety of academic institutions to: a) increase public funding for ICS; b) create opportunities for ICS Junior Members to teach.</p>	<ol style="list-style-type: none"> 1 Meet presidents and administrators of various universities. 2 Recommend next steps and long-term strategy. 3 Design and implement grant acquisition strategy. 4 Include exploration of teaching opportunities with Toronto School of Theology, Association for Reformed Institution for Higher Education, and Canadian Higher Education Council meetings.

