



# **LEARN. FORWARD.**

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Redeemer University  
Strategic Plan 2020-2025

## VISION

***Kingdom-centred, innovative graduates making a profound impact in a rapidly changing, complex, and digital world.***

To accomplish this vision we will:

**Deepen** the holistic approach to life and learning with distinctly Reformed Christian scholarship, woven through a Christ-centred curriculum and integrated into a spiritually vibrant in-person and virtual campus life.

**Prepare** students to be innovative, problem-solving critical thinkers who reflect the love and hope of the Gospel of Jesus Christ in their careers, churches, homes, and communities.

**Expand** degrees and programs that connect real-world learning opportunities to transformative, flexible classroom experiences on a contemporary, sustainable campus.

**Foster** a culture of care, collaboration, and trust that supports a healthy, passionate, and connected community of Christian higher education professionals.

## FOUR KEY STRATEGIES

### ***1. Increase Reformed Christian Worldview Integration***

Redeemer's academic mission as a Christian university is centred around Christ's lordship and his comprehensive redemptive work in all areas of life and learning. Enhancing the integration and translation of the Reformed worldview across the curriculum and campus life will deepen faith formation, elevate worship, and better prepare students to exercise their God-given talents and abilities in the full range of life's careers, callings, and communities.

#### **OUTCOMES:**

- Deeper understanding and appreciation of the Reformed worldview among students, faculty and staff

- An increased Kingdom-centred focus in graduates as they seek to follow God's call into all areas of life
- Increased engagement with the Reformed church support community
- Broader awareness and external understanding of Redeemer and its unique positioning as a Christian university in the Reformed tradition
- Leaders in translating a comprehensive Reformed worldview into a complex, modern world

## **INITIATIVES:**

### **1.1 Strengthen Reformed Worldview Development for Staff & Faculty**

- 1.1.1** Develop mission-focused onboarding modules for new staff and faculty
- 1.1.2** Create a system of course auditing for staff and/or faculty that deepens understanding of the Reformed faith, philosophy and worldview
- 1.1.3** Review Faculty Research and Development Week and invest in a year-round Mentoring and Development program that may include forums, self-directed online modules, mini-courses, discussion groups, and resources to support worldview integration into work, teaching, and scholarship
- 1.1.4** Clarify definitions, expectations, and support for engagement in research and teaching from a Reformed Christian perspective

### **1.2 Enhance Core Program**

- 1.2.1** Ensure sustained, clear articulation of the Core's function and purpose to engage students in the Reformed Christian worldview as it relates to all areas of learning and life
- 1.2.2** Invest in logistical and external engagement support for CTS 410, and other aspects of the core where needed
- 1.2.3** Conduct internal review of program outcomes and operations

- 1.2.4 Enable students to explore emerging social and workplace virtual norms and values from a Reformed Christian perspective

### **1.3 Extend Reformed Christian Scholarship**

- 1.3.1 Explore a program of Reformed Research Fellows to allow faculty dedicated time and resources for the furthering of Christian scholarship
- 1.3.2 Increase worldview events/forums/webinars centered on Reformed Christian perspective on disciplinary issues and topics led or engaged in by Redeemer faculty
- 1.3.3 Incentivize perspectival research through grants, awards, and publication support

### **1.4 Institutional Rebrand**

- 1.4.1 Redesign the university and varsity brand identities to reflect a relevant and valuable Reformed Christian university education. Renew and rebrand bookstore as a campus and online retail space that specializes in materials with a Reformed perspective.

## ***2. Innovate for Student and Graduate Success***

Redeemer will prepare students to be innovative, collaborative, problem-solving critical thinkers. These skills will enable them to follow their callings into all areas of life where they will seek to serve Jesus Christ for the sake of His world, in their careers, communities, churches and homes. In a rapidly changing, complex, digital world, Redeemer graduates must be ready intellectually, spiritually, socially, and technologically to fill the opportunities of the marketplace and meet the needs of an increasingly virtual society.

### **OUTCOMES:**

- Institutional name and degrees that reflect Redeemer's current offerings and facilitate relevant degree and program offerings for future
- Program structures, teaching, and learning supports that strengthen student success at Redeemer and prepare them for life after graduation

- Integration of core curriculum with co-curricular activities and enhanced holistic focus on student well-being
- Graduates increasingly known for entrepreneurship initiatives and innovative contributions

### **INITIATIVES TO ACCOMPLISH THE OUTCOMES:**

#### **2.1 Centre for Innovation and Entrepreneurship**

- 2.1.1** Launch a Centre for Innovation and Entrepreneurship to ensure these concepts are introduced into every program and to stimulate scholarship and thinking from a Reformed Christian perspective by:
  - 2.1.1.1** Hiring faculty and staff experts to infuse innovation design-thinking and entrepreneurship practices throughout the curriculum
  - 2.1.1.2** Building technologically flexible classroom spaces
  - 2.1.1.3** Building a dedicated Makerspace for hands-on creativity and problem solving
  - 2.1.1.4** Support a pedagogy innovation fund
  - 2.1.1.5** Establish a Curriculum Innovation Fund to encourage and equip faculty to explore new methods and content
  - 2.1.1.6** Establish a business startup incubator program for graduates
  - 2.1.1.7** Establish a mentorship program to bring entrepreneurial leaders to campus to work with faculty and students

#### **2.2 Academic Success Plan**

- 2.2.1** Invest in pedagogy development and support through a peer mentoring and assessment program and a pedagogy innovation fund

- 2.2.2 Research, test and implement blended methods of delivery in ways that maintain in-person teaching and learning while adding remote elements
- 2.2.3 Integrate digital literacy learning outcomes across the curriculum to prepare students for emerging work environments that include virtual meetings, presentations, and cooperative work
- 2.2.4 Create a Learning Support and Retention Task Force to identify and assess barriers to student learning and deliver an enhanced learning support plan

### **2.3 Student Life Integration Plan**

- 2.3.1 Expand chaplaincy program with increased resources to foster deeper integration of the curriculum and spiritual life, both in person and in the virtual Redeemer community
- 2.3.2 Develop a co-curricular transcript to signal the holistic approach to learning for students and to support graduates
- 2.3.3 Establish an on-campus health clinic with experiential opportunities for relevant programs
  - 2.3.3.1 Create a Director, Student Health and Wellness position to support student health and wellness on campus and to oversee the clinic

### **2.4 Degrees, Programs and Accreditations**

- 2.4.1 Pursue charter changes for new degree-granting authority
- 2.4.2 Appoint a taskforce to determine new degree program pursuit and viability
- 2.4.3 Invest in quality assurance, including additional, relevant program-specific accreditations
- 2.4.4 Review academic administration structures and reorganize to support the mission of the university and the vision of the strategic plan

### **3. Invest in Contemporary, Sustainable Facilities**

Welcoming more students into a relevant university education that prepares tomorrow's Christian leaders requires a flexible, contemporary campus with smart facilities. As Redeemer grows, changes to the campus master plan envision a relational academic community that is walkable, bike-friendly and has a thriving centre that includes inviting indoor and outdoor gathering spaces. In an ever-evolving Canadian higher education context, God calls us to be wise stewards. Planning for financial and environmental sustainability are therefore of critical importance to the long-term health and viability of the university's academic mission.

#### **OUTCOMES:**

- Environmentally and financially sustainable campus
- Facilities that meet the needs of students, today and tomorrow
- A busy campus where people gather in central spaces, and vehicle traffic and parking is on the periphery
- Preparing Redeemer University for times when we are not able to meet on campus

#### **INITIATIVES TO ACCOMPLISH THE OUTCOMES:**

##### **3.1 Renewal and Reconfiguration of Campus**

**3.1.1** Renovate the main academic building for better use of space, lifespan and aesthetics, in concert with new construction, including the following:

**3.1.1.1** Renewal and expansion of the Commons and Dining Hall

**3.1.1.2** Renovation of the Bookstore to support business plan renewal (and rebrand), overflowing into commons to create a hub for student and external gatherings

**3.1.1.3** Reconfiguration of the main office area and front entrance

**3.1.1.4** Renewal of Auditorium

- 3.1.2 Upgrade classroom technology to be digitally capable with furniture that is flexible for multiple learning scenarios
- 3.1.3 Renovate existing residences
- 3.1.4 Rework parking, roads according to an updated campus master plan

### **3.2 New Mixed-Use Facilities**

- 3.2.1 Construct a new environmentally sustainable building that reflects Redeemer's whole life academic mission, containing both student residences and classroom space
- 3.2.2 Assess and plan for second mixed-use facility in the future

## **4. Foster a Healthy Workplace Culture**

People are the lifeblood of an institution and a Christian workplace should be an example of one of the best, most rewarding places to work. A healthy community that nourishes and develops individuals is vital for success – particularly in a period of renewal and growth. The community must be equipped to thrive on and off campus, digitally and face to face. Intentional effort into building such a workplace culture will position Redeemer's faculty and staff to flourish and engage creatively and energetically in the mission of Christian university education.

### **OUTCOMES:**

- Flourishing workplace culture characterized by care, collaboration and trust
- A workplace climate where employees feel valued and inspired to contribute to the mission of the organization
- Best practices and a robust culture for working remotely

### **INITIATIVES TO ACCOMPLISH THE OUTCOMES:**

#### **4.1 Invest in Human Resources Staffing**

- 4.1.1 Create and fill a position of Associate Vice-President of Human Resources to support institution-wide HR planning and support



- 4.1.2 Improve employee recruitment to ensure alignment with organizational identity and the acquisition of appropriate expertise
- 4.1.3 Develop and implement industry best-practice HR policies and programs
- 4.1.4 Invest in professional development plans and opportunities for employees
- 4.1.5 Enhance remote-work policies and opportunities

#### **4.2 Improved Internal Communication and Awareness**

- 4.2.1 Identify, develop, publish, and promote institutional core values that characterize the Redeemer community.
- 4.2.2 Conduct and respond to regular employee engagement surveys
- 4.2.3 Develop a communication plan for effective internal connection between leadership, faculty and staff
- 4.2.4 Create a clear, data-driven dashboard with measures regarding institutional performance and forecasting