



Strategic Plan 2022-27

ACKNOWLEDGEMENT

Atlantic School of Theology acknowledges that the land on which we serve, study, worship, and learn is located in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq Peoples. This territory is covered by the Treaties of Peace and Friendship which Mi'kmaq and Maliseet people first signed with the British Crown in 1725. The treaties did not deal with surrender of lands and resources, but recognized Mi'kmaq and Maliseet title and established the rules for what was to be an ongoing relationship between nations.

TABLE OF CONTENTS

AST Strategic Plan: 2022-2027.....4

AST’s Mission5

AST’s Vision5

Plan Goals & Strategies.....6

AST Strategic Plan: 2022-2027

Atlantic School of Theology is an ecumenical theological university. It was founded and opened in 1971 and formally incorporated by an Act of the Legislature of Nova Scotia in 1974. AST was created through the amalgamation of three faculties aligned with AST's three founding parties: the Divinity Faculty of the University of King's College (Anglican Church of Canada), Holy Heart Theological Seminary (The Roman Catholic Episcopal Corporation of Halifax) and Pine Hill Divinity Hall (United Church of Canada).

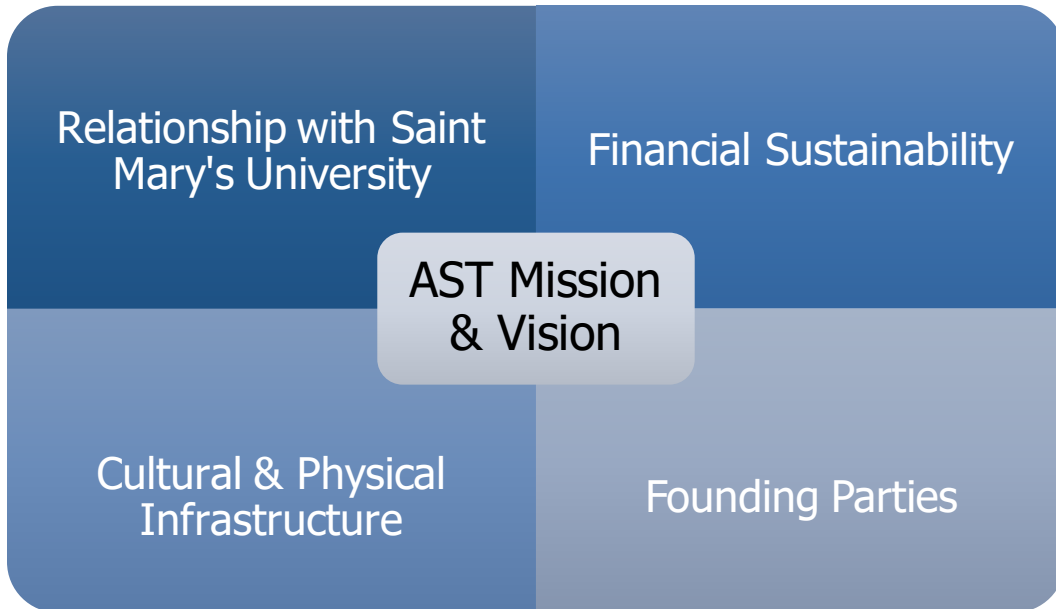
AST has been accredited by the Association of Theological Schools in the United States and Canada since 1976. Since March 2002, Atlantic School of Theology has been affiliated with Saint Mary's University in Halifax. The two institutions offer a joint Master of Arts degree and engage in collaborative projects.

PLANNING FOR THE FUTURE

With the support of the Lilly Endowment's Pathways for Tomorrow Initiative, Atlantic School of Theology (AST) embarked on an institutional assessment and strategic planning process in 2021. The resulting future-forward plan will strengthen AST's ecumenical mission of forming leaders in church and society and ensure that the AST campus and community are well-prepared for the challenges of tomorrow, guided by the university's distinctive mission and vision.

The plan achieves its strength through four interdependent goals. These goals focus on deepening and building on some of the foundational qualities that have been AST's strengths in the past – relationships, culture, and infrastructure – and securing the institution's financial foundation for the future.

Figure 1. AST Strategic Plan 2022-2027: Four Goals



AST'S MISSION

Atlantic School of Theology serves Christ's mission by shaping effective and faithful ordained and lay leaders and understanding among communities of faith.

AST'S VISION

As an inclusive theological university rooted in prayer and committed to Christ, Atlantic School of Theology provides ecumenical training that is locally founded yet internationally relevant and accessible. Through an education guided by faith and informed by research, we're building a new era for our churches and the societies they serve by preparing our students for the earnest pursuit of kindness, justice, and faith.

PLAN GOALS & STRATEGIES

DEEPEN RELATIONSHIP WITH SAINT MARY’S UNIVERSITY

<p>AST will deepen its existing mutually-beneficial relationship with Saint Mary’s University (SMU) in order to enhance the AST student and community experience and attain financial sustainability.</p>	<p>STRATEGIES</p> <ol style="list-style-type: none">1. Work with SMU to realize operational and administrative efficiencies and enhancements that will bolster AST.2. Through this relationship, seek opportunities to enhance student and community experiences and raise awareness of and commitment to equity and diversity.3. AST will pursue academic collaboration with SMU to mutually enhance research, program and course offerings at both institutions.
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ENSURE FINANCIAL SUSTAINABILITY

<p>AST will achieve an operational model that is sustainable in financial and human terms.</p>	<p>STRATEGIES</p> <ol style="list-style-type: none">1. Successfully conclude the current capital campaign.2. Improve revenue streams to aid in the elimination of structural deficit.3. Conduct a comprehensive review of staffing, including faculty, to ensure optimal allocation of available human resources to meet AST’s future needs.
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FOSTER CONNECTION WITH THE FOUNDING PARTIES

<p>AST will foster further connections with the Founding Parties to develop new programming, enhance relationships and meet the needs of the Christian communities central to its mission of service.</p>	<p>STRATEGIES</p> <ol style="list-style-type: none">1. Work with the Founding Parties to develop new programming that meets the current and future needs of ordained and lay Christian leaders. This will include development of further diplomas and short credentials based on the successful model of the Diploma in New Evangelization.2. Increase full-time student enrolment through new programming and expanding marketing of programs beyond the founding denominations through emphasizing the ecumenical nature of the program offerings.3. Place equity, diversity, and inclusion at the forefront of AST's cultural development. This will include raising awareness, building inclusivity, providing training, and expanding offerings.4. Enhance ongoing research and scholarship through better understanding of the educational and research needs of the Founding Parties.
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ENHANCE CULTURAL & PHYSICAL INFRASTRUCTURE

<p>AST will enhance and preserve its cultural and physical infrastructure to meet the needs of the future.</p>	<p>STRATEGIES</p> <ol style="list-style-type: none">1. Improve the physical buildings, including deferred maintenance, and address concerns about the use of office and common space.2. Modernize the residence building to remain competitive in the expanding market for student housing.3. Improve the digital systems and software used by the institution to improve the student experience and remain competitive in the delivery of online and hybrid educational modalities. This will include providing thorough training to staff on the digital systems, and continuing to build supports for digital education.
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