

# The Frank McKenna Centre for Leadership

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*Equipping Our Graduates and Positioning Our University*



## Strategic Plan 2014 – 2017

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Please send feedback to [AVP@stfx.ca](mailto:AVP@stfx.ca) by July 21 ,2014



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## 1.0 Executive Summary

**“In a democracy the people don’t sit in the social and economic bleachers, they all play the game.” Moses M. Coady**

St. Francis Xavier University is committed to educating and equipping leaders who create and seize opportunities and who embrace their responsibilities to make a positive difference in the world.

St. Francis Xavier University launched the Frank McKenna Centre for Leadership in 2011 as a bold gesture to signify its position as a breeding ground for leadership and to establish a new dynamic leadership generator and hub for the campus.

The StFX student is the primary “client “and is also seen as an important collaborator for the McKenna Centre for Leadership. Students, domestic and international, in all university faculties, at all levels of study, from all backgrounds and with a whole variety of interests and aptitudes are the focus of the McKenna Centre.

Housed in elegant executive facilities and offering state of the art programming, the McKenna Centre will help StFX realize its ambition to be “ the go to place for leadership” in Canada.

StFX is a university with a well- recognized tradition of graduating leaders in government, business, the non- profit and the humanitarian sector in Canada and internationally. The Frank McKenna Centre for Leadership will enable the university to be more intentional and more comprehensive in promoting leadership development for and by its students.

The McKenna Centre’s purpose is to help students develop leadership skills and understanding through a robust set of intellectual and experiential opportunities. All students at StFX will be given opportunities to develop 21<sup>st</sup> century leadership competencies and knowledge. Cross - sectoral learning, which links theory with practice and the local with the global, is at the core of the student-centred McKenna leadership model.

The McKenna Centre will help position StFX and its graduates to thrive in a future of rapid and dynamic change. It will undertake some new strategic initiatives and will help support, expand, coordinate and add value to existing leadership activities on campus.

This plan outlines a strategy to maximize the utilization of the McKenna Centre’s existing financial endowments and to also significantly increase the financial resources earmarked for investment in student leadership at StFX.

The McKenna Centre does not draw resources from the university's operational budget and the objective is to maintain this self-sufficient status. Growth in Centre budget and endowments will come from fees generated and the proceeds of fundraising. All fundraising will be undertaken in collaboration with the StFX Advancement Department. The Centre will be a net contributor to the StFX budget through facilities rentals.

Collaborative and effective partnerships with students, faculty, Students Services, the Coady International Institute, Advancement and administration will be critical to fulfilling the ambition of truly imbedding leadership across and within the entire university. The strategic plan for the Frank McKenna Centre for Leadership will require the efforts of a proven leader and a supportive, transparent and agile governance structure to ensure successful implementation.

This plan is entirely student-focused and intentionally broad-based. It does not give priority to any particular sectors as some earlier documents have done. It also doesn't lay out a strategy for executive education programs at this stage. Given the limited existing human and financial resource base it is important to concentrate efforts, at this time, on the university's primary client, the StFX student.

This strategic plan for the Frank McKenna Centre for Leadership, as outlined in the following sections and appendices, is not intended to be a rigid blueprint but rather a goal setting, guiding document meant to stretch but not limit.

## **2.0 Introduction and Background**

**“Leadership is not something reserved for the elite, but it is the vocation of many.”**

Since its establishment, 3 years ago, the Frank McKenna Centre for Leadership has hosted a variety of leadership speakers and held a number of events, initiated and coordinated the inaugural U4 Leaders Summit, supported student research, launched a fund supporting international engagement opportunities for students and generated revenue and positive profile for the university through the public rental of its facilities. All of these activities are consistent with the Board Discussion Paper on the Centre produced in April 2011 and the purposes for which the McKenna Centre donors provided their generous contributions.

Putting a special effort into developing and executing a strategic plan for the Frank McKenna Centre for Leadership, at this time, will enable the Centre to more fully realize its potential and contribute in a significant way to building up both the quality and competitiveness of StFX.

St. Francis Xavier University is at an important turning point in its history. By September of this year there will be a new President in place as well as a new Vice President Finance and Operations. The Board Chair has only been in place for a year and there are plans afoot to install a new Chancellor. The whole university is engaged in a comprehensive process of program prioritization which is expected to lead into some significant strategic decisions and institutional changes over the next period.

The entire university sector in Canada is facing an increasingly competitive and discerning market. Prospective students are looking for opportunities to complement their academic studies with hands on practical experiences. They are also looking for community and global engagement opportunities. Many are looking for professional studies that can lead them more directly into the job market. Interest in the arts, an area of StFX and other liberal education institution's strengths, has declined.

Also, in today's job market, many employers are looking to hire graduates with some practical experience and exposure as well as a suite of basic organizational leadership competencies.

One important answer to this is to make sure the university's offerings are relevant and concrete and the curricular and co-curricular experiences of the students are infused with leadership development opportunities. This is what StFX has been developing for some time and what this strategic plan for the McKenna Centre for Leadership aims to address.

Of course StFX is not alone in its effort to build up a suite of leadership opportunities for its students nor is it unique in its investment in recruitment of new students. StFX was early out of the gates, as the first university in Canada to offer Service Learning and has several other unique features which will be discussed below. Today many schools (a small sample of other schools and their programs can be found in Appendix D) have established service learning, strong coop programs, leadership programs, international and national level internships etc.

It is certainly not time to rest on our laurels at StFX. The university needs to be more aggressive than ever in asserting its claim to the leadership brand and backing that claim up through strong, attractive initiatives that are tailored to student demand.

The McKenna Centre for Leadership is StFX's umbrella, hub and its main engine for leadership development for students. The starting point for developing this plan was to identify the existing leadership assets within the McKenna Centre and throughout the campus.

The McKenna Centre assets will be addressed in further detail throughout the various sections of this plan as will some of the other university leadership assets. Without going into too much detail at this point it is useful to just list some of the elements of our strong leadership base at StFX. These include;

- Service Learning, its cooperating faculty and its extensive network of partners
- Coady International Institute – staff, students, programs, Canadian and world -wide network of partners
- Coop Program
- StFX Leadership Academy
- Student Services and the Leadership Forum
- Student’s Union and student societies such as X Project, Model UN, the business student societies, the Coady society and the political party related societies
- Speakers Series – annually funded and endowed
- Leadership specific academic courses, faculty and talent in human nutrition, business, human kinetics, education, nursing, philosophy, political science, development studies, environmental earth sciences, aquatic resources etc.
- The annual Student Forum on Global Issues
- International Exchange Opportunities
- New academic programs such as the Social Justice Colloquium
- Extension and the planned Centre for Innovation
- The National Collaborating Centre for the Determinants of Health
- Strong and engaged alumni network – national and international
- Donor group – national and international
- Planned Mulroney Institute for Government

Of course the talented and dedicated staff, faculty and students who make up the StFX community are a deep pool of resources for organizing and executing leadership initiatives.

It is with this base in mind, along with dedicated McKenna Centre financial base and facilities, that this strategic plan has been developed. This plan is meant to be a strategic guide for the Centre. It is the first time that a comprehensive plan has been put in place for the McKenna Centre so it attempts to lay out both a longer term vision and a medium term (3 year) strategy and plan.

The development of this plan involved;

- Reviewing all McKenna Centre files and documents
- Reviewing all McKenna Centre financial data

- Confirming the status of existing contributions, donor designations and program commitments
- Reviewing all past McKenna Centre activities
- Reviewing all past and future facilities bookings
- Extensive consultations with students, faculty, staff, senior administrators and board members ( a list of people consulted can be found in Appendix F)
- Research on other leadership centres and initiatives
- Research on potential donors
- Conceiving of and drafting the strategy

This document will cover all key strategic components of the plan for the Frank McKenna Centre for Leadership, including: vision, mission, goals, strategic initiatives, finances, financing, timeline, facilities, structure and governance.

### **3.0 Leadership @X**

**“Leadership is like oxygen, it is not rare, you need it everywhere.”**

Each year at the Xaverian Welcome ceremony, new students make a public commitment to the StFX university values of excellence, honesty, respect and generosity. These values are meant to frame the StFX experience and are important in informing the essence of the leadership approach that is promoted by the university’s McKenna Centre for Leadership.

Many of the people consulted during the process of developing this plan advised that we not try to collectively define leadership. Apparently there was quite an effort to do that in earlier processes and it ended up being very divisive and time consuming.

In 2009, according to Keith Grint’s book, Leadership A Very Short Introduction, there were 53,000 books published on the topic of leadership and absolutely no agreement on the definition of the word.

What most people can agree to is that leadership requires good character, smart strategy and the ability to communicate and inspire. These are all qualities we would want StFX students to cultivate during their time at the university.

The keynote speakers for the Inaugural U4 Leaders Summit held this January, Mark Tewksbury and Debbie Muir, have written a book outlining 32 traits of leaders. They introduced 5 of those traits at the Summit.

The work of Alexandre Havard, of the European Centre for Leadership Development introduces the concept of ‘Virtuous Leadership’ and describes the 6 Virtues of Leaders.

1. Magnanimity: to strive for great things, to challenge myself and others
2. Humility: to overcome selfishness and serve others habitually
3. Prudence: to make right decisions
4. Courage: to stay the course and resist pressures of all kinds
5. Self Control: to subordinate passions to the spirit and fulfillment of the mission at hand
6. Justice: to give every individual his or her due

He suggests that a virtue is a habit that can be acquired by repetition.

The management and leadership guru Peter Drucker says that “Management is doing things right; leadership is doing the right things.”

Given StFX’s commitment to excellence and its longstanding tradition of service and social justice, the McKenna Centre for Leadership and its partners in leadership programming throughout the campus, are interested in helping to form leaders who are capable, effective, innovative and ethical. The details of the associated knowledge, skills and attitudes are dealt with in section 6.1 below.

#### **4.0 Vision and Mission**

In the preamble to the document introducing the program prioritization initiative of the Presidential Task Force, the following mission statement is articulated; “StFX is dedicated to enabling students to attain an education that supports intellectual and personal growth”.

It also goes on to state;” StFX, from its founding, has always had a mission of service. Our graduates will be prepared for and will wish to serve and lead in their communities locally, nationally and internationally”.

Frank McKenna speaks about StFX being a” crucible of leadership”. Through the McKenna Centre he said he would love to see the campus “just crackling with ideas and debate”. His hope is for the McKenna Centre to be what he describes as a” force multiplier” something which in a catalytic way optimizes resources for extraordinary results.

It is important to translate these various visionary descriptions into strong and appropriate visions for the Frank McKenna Centre for Leadership.

Stated simply and boldly;

**The McKenna Centre for Leadership's vision is to be, and be recognized as, a world class centre of excellence in the promotion of meaningful and effective leadership programming for students.**

**The McKenna Centre for Leadership's mission is to create and enhance high quality leadership opportunities for all StFX students.**

## **5.0 Strategic Goals**

The strategic goals articulated below are a combination of previously articulated goals for the McKenna Centre (from campaign, discussion paper and other documents) and some new goals. The goals articulated here do not include some of the previously articulated goals as this plan suggests that all Centre efforts focus on student leadership experience during the initial 3 year period it covers. The strategic goals for this plan cover program, positioning, facilities and finances.

- 1. To strengthen the attraction of StFX to top students in Canada and internationally**
- 2. To coordinate, add value to and communicate ( internally and externally) existing national and international experiential learning and other leadership opportunities offered by StFX**
- 3. To be a magnet to attract established and emerging leaders in many fields to the StFX campus, thereby deepening campus diversity and extending StFX's reputation and strengthening its national and international profile.**
- 4. To initiate and support the development and implementation of a unique new 4 year integrated leadership development program for StFX students**
- 5. To create opportunities for students from different areas of campus, interests and backgrounds to come together as leaders.**
- 6. To become a facilitative bridge into the Coady International Institute for students on campus by working with the Institute leadership and others on campus to develop more opportunities for meaningful interaction.**
- 7. To maximize and grow, the existing global and national engagement opportunities for students, that currently exist within the McKenna Centre for Leadership.**

- 8. To develop new global and national engagement opportunities for students.**
- 9. To develop a system for coordinating high level speaking engagements on campus**
- 10. To maximize and grow the existing dedicated resource base for bringing high profile speakers to campus**
- 11. To host U4 leadership events of all types**
- 12. To support and enhance existing opportunities for student leadership in research**
- 13. To develop and execute a plan ( in collaboration with conference services) for improving the usability of the McKenna Centre facilities and for maximizing their usage by internal and external parties**
- 14. To develop and execute a plan ( in collaboration with StFX Communications, Fund Development and Recruitment) to develop and raise the profile of the McKenna Centre for internal and external audiences**
- 15. To develop and execute a plan (in collaboration with StFX Advancement) to raise significant new endowment funding, multi- year and special initiative funding for McKenna Centre leadership programs.**

## **6.0 Strategic Program Initiatives**

### **6.1 Xaverian Leaders (working title)**

Xaverian Leaders is a new, integrated leadership certificate program open to all StFX students. This robust, value- added, program will combine compulsory and elective courses with required experiential leadership development opportunities, leadership events and a capstone leadership project (individual or team). It will run throughout the 4 years of a student's time at StFX and it will be designed to be complementary to a student's program of study. The Xaverian Leaders program will be developed by a select group of StFX students, faculty and staff. The program will be innovative in its design, content and delivery modes. StFX students will be involved both as participants and as well as in the delivery of the program. It will be based on a challenge- based learning model and will be tailored to address 21<sup>st</sup> century leadership competencies. Attention will be paid to meeting the Council for the Advancement of Standards in Higher Education (CAS) requirements for Student Leadership Programs. The Xaverian Leaders certificate will be noted on a student's transcript and the possibility of academic credit will be investigated and pursued if appropriate.

The new Xaverian Leaders program will provide StFX students with a strong package of applied leadership knowledge, skills and a good sense of self awareness. It will be a tremendous

opportunity for StFX students and a wonderful attraction for prospective students. The university may decide to automatically channel all scholarship recipients into the program. It has the potential to stimulate research and will afford faculty, students and others on campus an opportunity to work across disciplines and across institutional lines.

The Xaverian Leaders program could be introduced to all new students through a special McKenna Centre/ Student's Union co- hosted leadership encounter during frosh week.

The program content will be determined through the work of the design team. It will be very important to have student involvement and input in developing the content. The course component of the program could be offered through a whole variety of means; regular weekly face to face sessions, condensed leadership retreats, workshops, seminars, through web based learning technologies etc. Based on research and the planning consultation process, several ideas emerged for courses and content areas. There is quite an extensive but in no way comprehensive menu which is listed below:

- Foundations of Leadership
- Communication – Written and Oral – geared to presentation – audience- centred, Public Speaking
- Innovation, Entrepreneurship
- Effecting Change
- Public Policy
- Advocacy, Activism
- Global Social Leadership
- Ethics in Leadership
- Critical Thinking, Analytical Thinking, Problem Solving
- Collaboration and teamwork
- Strategy Development
- Project Management, Financial Management, Governance
- Facilitation
- Conflict Resolution, Conflict Management
- Etiquette and Protocol

The program may require the study of another language and may also require an international placement of some sort for Canadian students and a Canadian placement for international students.

StFX already has extensive resources from which to draw some of the content and courses. The Schwartz School of Business offers a leadership specialization in its BBA program and Dr. Brad Long, has been investigating developing a leadership certificate for StFX students. The Nursing

School is looking to introduce a leadership certificate or stream. Dr. Charmaine MacPherson has developed a cross disciplinary program on policy for students in Nursing, Human Kinetics and Human Nutrition. The Education Faculty has a leadership specialization within its Master of Education program. The Coady International Institute has its Youth in Partnership program, its Skills for Social Change program, its International Centre for Women's Leadership which has curriculum geared towards emerging leaders and other significant related capacity. Service Learning and StFX Athletics each have their content to offer to the mix.

The management and administration of the program would need to be worked out. There is excellent capacity within the academic administration to handle administration of the courses. Service Learning, the Coop program, the International Exchange office and the Coady International Institute all have capacity to manage placements. Advancement, Conference Services, the Coady Institute, the Faculties, the Student Union and the McKenna Centre all have expertise in mounting events. The program would also require overall oversight and coordination. This would be determined during the planning and design process.

It would have to be determined if the university would charge a fee for this program. If it did, that could be one source of funding. Some aspects of the program could piggy back on existing programs and resources such as Service Learning, the MacBain/Riley International Fund, the Irving Research Mentorships etc. Depending on the nature and accreditation status of the courses, faculty might be able to contribute either as part of their service or teaching functions. New resources would need to be raised for a large expansion of experiential activities, for events and for other aspects of program delivery and management.

The plan would be to devote the 2014/2015 year to designing the program and structure, getting the requisite approvals, putting the implementation team together, developing communications materials and strategies and raising the resources to launch the Xaverian Leaders program in 2015/2016.

## **6.2 Service Learning – Next Generation**

In 2016, Service Learning will celebrate its 20<sup>th</sup> anniversary at StFX. StFX was a trailblazer as the first Canadian university to introduce service learning. The radical concept which combined academic learning, experiential learning and service to society, was imported from the US from schools such as Gettysburg College. Dr. Anne Bigelow, its founder and leader at StFX has been adapting, innovating and expanding the program with her team ever since then. At StFX, Service Learning is offered through two modes – course based and immersion. With 812 students participating in course based service learning last year and 65 in immersion service

learning, with 38 professors involved from 16 different disciplinary backgrounds and 3 faculties, Service Learning is by far the most significant experiential learning program at StFX.

There is no doubt that by participating in Service Learning, a StFX student has a high potential to develop his or her leadership skills. It is known to take students out of their comfort zones and to be life changing. During the consultation process for this plan, Dr. Ann Bigelow said that Service Learning fits completely with student leadership and its power is amplified because it is available to students in all disciplines and at all levels.

Service Learning is currently loosely connected to the Frank McKenna Centre for Leadership. There is some modest funding directed towards Service Learning from the Centre's endowments. Its other funding comes primarily from the university's academic budget. Historically it was the beneficiary of a significant multi-year grant from the McConnell Foundation. It is mentioned in most of the existing literature on the McKenna Centre. Service Learning played an important role in the U4 Leaders Summit hosted by the McKenna Centre and has also helped with Me to We leadership activities at the Centre involving high school and university students.

Service Learning is one very important pathway towards leadership at StFX. The course based component and the immersion component fit in very well with the strategic direction of the McKenna Centre for Leadership outlined in this plan. Service Learning's future plans to introduce a service learning semester abroad and other longer international and shorter period regional immersion experiences dovetail nicely with the McKenna Centre's ambition to help expand existing and introduce new national and global engagement opportunities for StFX students. Service Learning could also play a key role in the design and implementation of the new Xaverian Leaders program described above.

Even with all of our Service Learning success and our pioneering position, StFX still needs to pay close attention to finding ways to differentiate ourselves from other Canadian universities who have developed their own innovative programs in the past 2 decades. One opportunity for differentiation would be to link Service Learning at StFX more closely with the McKenna Centre and to align its communication more explicitly with the university's leadership theme and brand. The launching of the McKenna Centre strategic plan next fall and the celebration of the upcoming 20<sup>th</sup> anniversary of Service Learning at StFX the following year, present an opportunity to repackage Service Learning and reposition it in relation to the McKenna Centre for Leadership. A repositioning could help StFX with student recruitment and could help Service Learning attract new financial resources as part of a McKenna Centre fundraising effort.

It would also be worth investigating a possible relocation for Service Learning to the Schwartz School building. Proximity to the McKenna Centre would make the future linkages more

efficient and it would signal the value of service learning as a leadership initiative to students, prospective students and their parents as well as to prospective donors. The Schwartz location, if space is available, would also make sense due to the proximity to the Coop office and the Student Resource Centre. There may also be some administrative efficiencies that might emerge.

### **6.3 Visiting Leaders-Speaker Bureau**

When speaking of their dreams for the McKenna Centre for Leadership, Frank McKenna and Dr. Sean Riley both use the metaphor “meteors in and meteors out” Bringing leaders to StFX, – “meteors in” , who can inspire, instruct and motivate students and other members of the StFX community while building StFX’s profile and reputation as a leadership school, is a priority initiative of the McKenna Centre for Leadership. Exposure to successful and interesting leaders can have a significant impact on young people. Bill Clinton, set the bar high for future speakers at the official opening of the McKenna Centre for Leadership.

Several leaders have come to campus as speakers, participants in events and as visiting fellows under the auspices of the McKenna Centre. Peter Bowler, former CEO of American Eagle Airlines was the first visiting fellow. Brian Mulroney, Craig Kielburger, Richard Peddie, Mark Tewksbury, Debbie Muir and Andy McConnell all came as guest speakers. Several leaders in Service Learning and experiential learning and the social determinants of health participated in McKenna Centre events.

The McKenna Centre has some financial resources that are generated through endowment funds, designated for bringing speakers to campus. There are also several other endowed and annual sources of funds, for bringing speakers to campus, held in budgets of StFX academic departments, the Deans, the Academic Vice President, the President, Advancement, the Coady Institute , Athletics, Student Services, the Student’s Union, Student Societies and possibly others.. It is also expected that when the Mulroney Institute for Government is established at StFX, there will be resources for bringing in public service and political leaders. In addition, there are endowed chairs and other endowed funds which have the flexibility to be used for visiting speakers.

The speakers series/ funds that I have been able to inventory include:

1. The Allan J. MacEachen Lecture – Political Science
2. The Bronfman Lecture – President

3. The Trudy Eagen Women in Business Speaker – Schwartz School
4. The Coady Chair in Social Justice - Coady
5. The George Anderson- funded Distinguished Speakers Series – Schwartz School
6. Johnson and Johnson Fund – Nursing
7. Martin Luther King Lecture
8. Agnes Calliste Lecture
9. Topshee Fund – Extension
10. Jules Leger Chair
11. James Chair
12. Gaelic Studies Chair
13. Gatto Chair in Christian Studies
14. Onex Gold fund – Schwartz School
15. Barclay Morley Chair – Schwartz School
16. U4 Leaders Summit – McKenna Centre
17. Centre for Public Policy and Governance

The campus also attracts some of its highest profile speakers as recipients of honorary degrees. These leaders are often very inspirational and help contribute to the university's positive reputation but usually only the graduating class has a chance to hear them.

Students are more likely to attend speaking events if the speaker has a high public profile or if they are directed to attend an event by their professor as part of their course requirements.

The McKenna Centre for Leadership will organize, host and collaborate with a variety of StFX partners to bring distinguished leaders to campus as speakers.

The McKenna Centre will also work with the Academic Vice President, the Deans, Coady, Advancement, the Students Union and others to develop a plan to better coordinate, combine resources and maximize the impact of speaking events on campus. This effort might result in fewer, better attended events with higher profile speakers. It may make sense to work towards developing a coordinated "Speakers Bureau" under the auspices of the McKenna Centre for a certain level of leadership speaking event on campus.

The McKenna Centre will take the lead on the annual U4 Leaders Summit in the fall semester 2014 and 2015. The theme for 2014 will likely be linked to global leadership. At least one high profile leader will be invited to speak to the broader campus community at this event. The Centre will also initiate a discussion with the other U4 Schools as well as other universities in our region regarding possibilities for coordinating speaking events.

It will co-host a business leaders event with the Schwartz School each year.

In the winter semester of 2015, the McKenna Centre will host a high profile event for students on the theme of political participation in anticipation of the federal election. It is hoped that the event can link in with Kevin Page's iVote-jeVote initiative and will attract elected federal politicians from all the major political parties.

During the course of the 3 years covered by this plan, the McKenna Centre will host Alumni Leader events which will bring back successful alumni working in a number of sectors. The alumni will speak with students regarding their career paths. These could include themes such as "Women in Science", "Pathways to Careers in Business/Health Sciences/ the Nonprofit Sector/International Development/Law/ Public Service/ Media etc.

During the 2014/15 year, the McKenna Centre will work with others on campus to design and launch a TedX@X event featuring faculty (could draw from the Canada Research Chairs), Coady Institute and student leaders. Training for all the speakers will be provided. This will take advantage of the "meteors within" the StFX campus and serve to elevate the contributions of existing leaders on campus.

Where appropriate, high school students from the region will be invited to the campus for speaking events.

Many of the events hosted by the McKenna Centre will be open to the public and some will be made available via live streaming over the web.

The Xaverian Leaders Program will benefit from the leadership speakers brought to campus. That program and other academic programs will help students further analyze, integrate and connect the learnings from the speaking events. This will serve to deepen the impact for students.

Speakers such as Dr. Paul Farmer, Dr. James Orbinski, Phil Fontaine, Tomson Highway, Hayley Wickenheiser, Malala Yousafzai, David Suzuki, Jay Ingram, Romeo Dallaire, Roberta Bondar have all been suggested as possible leaders to attract to campus. When there is a possibility of getting a very high profile speaker to campus, with associated high costs, there is also a possibility of attracting sponsorship funding for these events.

Raising more funds for an endowed McKenna Centre for Leadership Distinguished Speakers Series will be a priority activity to undertake in collaboration with StFX Advancement.

#### **6.4 U4 Leaders Summit@X**

The inaugural U4 Leaders Summit@X, was hosted by the McKenna Centre for Leadership in January, 2014. It was a resounding success on a number of levels. The Summit fulfilled StFX's obligation to host an annual leadership event. The Leaders Summit provided 100 students,

faculty and staff from the U4 partner universities with an opportunity to learn and apply new leadership skills, approaches and traits, share information on leadership initiatives and put their leadership abilities into action collaborating on areas of priority to the students. The Summit also motivated and inspired the attendees. The evaluations of the event were very positive. The students who attended created several platforms for further collaboration and have continued that work. The Student Unions from the 4 partner universities have made a plan to meet at Acadia in July. One of the things StFX students appreciated most about the event was the opportunity to meet and work together with other students from StFX with whom they would not normally interact. Working with the organizing committee was a similar positive experience. The faculty, staff and students who came together to plan and execute the event were from diverse backgrounds. This greatly contributed to the success. Of course there was a lot of learning involved in hosting our first Leaders Summit. The lessons learned and suggestions for improvement will be taken into account for future U4 events.

The McKenna Centre plans to host the next U4Leaders Summit@X in late October 2014. There have been some initial discussions with the organizing committee and the Students Union about the event. The committee would like to maintain some of the skills building and leadership in action components of January's Summit. The suggestion is to also introduce a global leadership engagement theme for this year. The theme will influence the choice of keynote speaker, resource people and the content of the information sharing components of the Summit. The fall timing fits well with the Coady Institute's annual cycle. It will be important to find meaningful ways to involve Coady in the Summit.

Last year's Summit ended up costing the McKenna Centre a significant amount of money. The lion's share was for food and accommodation. Given the limited budget of the McKenna Centre and its other ambitions, it will be important to find a way to either cut costs or share them with others on campus or within the U4. This is another possible area of potential for further fundraising.

The McKenna Centre will also host a U4 Leaders Summit@X in the fall of 2015. Plans for that Summit will emerge once the 2014 Summit is over.

It is possible that more U4 Leaders Summits will be held beyond 2015 but at the moment StFX has a commitment to host the 2 events mentioned above.

## 6.5 Global and National Leadership Opportunities Initiative

In today's world it is more important than ever for university graduates to be globally aware, globally engaged and concerned about global justice issues. Many students entering university are already seeking opportunities to gain international experiences of various types. They are drawn to universities that are able to offer them a range of international academic exchange programs, international service opportunities and other hands on practical experiential activities either directly related to or unrelated to their field of studies. All of these experiences have the potential to contribute to forming globally prepared and globally and nationally competitive leaders.

Home to the world -renowned Coady International Institute, with 18 years of immersion service learning experience and with an internationally connected and interested faculty, St. Francis Xavier University is well-placed to expand upon its current suite of global engagement opportunities for students.

The Coady International Institute has more than 6000 graduates in 120 countries worldwide. That global network of Coady alumni, the network of Coady partner organizations and the professional networks of the Coady teaching staff are all potentially rich resources for StFX students wishing to have some sort of direct international development experience. Of course the Coady International Institute also brings the world to campus every year as hundreds of development leaders arrive to participate in Coady's educational programs. StFX students have an opportunity to be immersed in the world without even leaving campus. The Coady Institute has been running international youth internship programs for university graduates for 17 years now. Many StFX graduates have been selected to participate in those 6 month programs which place recent university graduates in work placements with Coady partners and graduates. The Coady has been able to do this because it has received funding from the federal government. The program has also served to attract new internationally-minded students to StFX.

The Coady International Institute is largely funded through grants, contracts, philanthropic donations and some fees. The funding it receives is designated for the education, research and partnership work the Institute does overseas and in Canada. Coady is currently limited in what it can do in service to the StFX undergraduate because of its funding and related human resource constraints. Any significant expansion of Coady's role in support of international experiences for StFX students would have to be supported financially through separate funding.

StFX students are also very interested in having opportunities for gaining hands on experiences in Canada. Faculty, alumni, Service Learning, Extension, the Coop program and Coady are good

resources for national engagement for StFX students. Because of the work of its International Centre for Women's Leadership, the Coady Institute has extensive relationships in aboriginal communities and also in women's organizations across Canada. The coop program provides students with opportunities to gain work experience and be paid for it.

Helping students make the connections between the local, the national and the global is an important role for the modern university.

International students at StFX would be interested in having access to hands on experiential learning and work opportunities in Canada and possibly in third countries. The university has recently established an adhoc committee to investigate ways to advance internationalization at StFX. Making StFX a more welcoming place and better equipped to serve the needs and interests of international students is a concern of that committee. The McKenna Centre could contribute to the plans to create hands-on leadership development opportunities for international students.

There are already some excellent programs and resources in place for national and global engagement for StFX students. These include:

- The MacBain/Riley International Fund – global engagement awards – McKenna Centre
- Immersion and Course Based Service Learning
- Model United Nations
- Aquatic Resources internships
- Development Studies Internships
- Rwanda nursing partnership
- Education – international practicum
- Academic exchanges
- Coop placements – limited to business, information systems, computer science, biology and human nutrition
- Presentations and participation at national and international conferences

There also many good ideas for expanding a number of these opportunities and introducing new ones. These include:

- Expansion of the Model UN to include sessions in other locations and eventually host a Model UN at StFX for high school students
- Create new, longer international and national placements for students through Service Learning, Coady, Development Studies, the McKenna Haiti connection and other units on campus

- Support student leaders to create an AISEC chapter at StFX. One of the MacBain/Riley award recipients has declared her intention to create an AISEC chapter. Dr. Mark Fuller has indicated his interest in supporting the effort.
- Increase opportunities for short, discipline- related and career- oriented exposure visits such as the business faculty trip to the New York Stock Exchange
- Create a comprehensive inventory of global engagement opportunities operated by other universities which are open to StFX students. Communicate those opportunities well to students and faculty and create partnerships where appropriate.

There are some modest endowed funding sources coming on stream within the McKenna Centre over the next few years to support some global engagement activities for students.

In order to position StFX as a serious player in the leadership development field, this is an area requiring a significant investment of time, attention and funds. Every StFX student should have at least one opportunity, during the course of their studies, to participate in a global or national work, service or learning activity. A large expansion of these opportunities will be necessary to feed into the proposed Xaverian Leaders certificate program.

The McKenna Centre will develop new opportunities for global and national engagement and it will encourage and support others on campus to do the same. It will also package existing initiatives and these new opportunities into proposals for external funding. This will be a priority area of investment of time, effort and other resources for the McKenna Centre over the 3 year period of this plan. This addresses the “meteors out” component of Frank MacKenna and Dr. Sean Riley’s vision for the Centre.

By the end of the 3 years StFX should have significant new opportunities for national and global engagement and leadership in place and it should have new funds and commitments to new funding in place.

## **6.6 Leadership in Research**

St, Francis Xavier University prides itself on its ability to provide undergraduate students with opportunities to engage in meaningful research. These types of opportunities are often reserved for graduate students at larger universities. This is an integral component of the excellence in academic experience at StFX.

Through the campaign for the McKenna Centre for Leadership, “The Irving Mentorship Program: Student Summer Research Internships” initiative was established. This program has been a tremendous catalyst for promoting student leadership in research. Each year, 6

undergraduate students, from across the disciplines and faculties, are awarded these generous summer research internships. These provide students with full time employment as a research assistant for 12 weeks.

Many StFX students have, while still enrolled in Bachelors programs, presented papers at national and international learned conferences, been authors on articles published in international journals, and/ or contributed to knowledge mobilization through local, regional, national or international collaborations. All of these research engagement opportunities contribute to the student's personal and professional development.

The demand for the research mentorship program far outstrips its current capacity.

As a result of the impact of this program and the high student demand, one priority for the McKenna Centre for Leadership will be to raise additional resources in order to be able to at least double the current summer research internships capacity. To compliment this, funding will also be sought to support travel for student researchers to present their work at conferences and to participate in other activities designed to develop their research leadership skills. As with all fundraising activities, this would be done in collaboration with StFX Advancement.

## **6.7 Hosting and Convening**

The McKenna Centre for Leadership will co-convene and co-host a variety of leadership events for the StFX campus and for external parties.

High School students are a significant priority audience for StFX Recruitment and Communications. In the coming year, the McKenna Centre will play co-host to "We Day" events and will co-host the "We Act", national leadership camp for high school students.

In time, more events of this nature, including the hosting of a Model UN event for high school students, will take place under the umbrella of the McKenna Centre.

If StFX is successful in winning the bid to host the Nova Scotia Secondary School Students Association annual conference over the next 3 years, the McKenna Centre can play an important role in further developing that relationship.

The Centre will also encourage other internal and external parties to use the facilities for their leadership seminars, conferences, workshops and meetings.

## 7.0 Facilities

The McKenna Centre for Leadership is housed in a beautifully appointed, 7156 square foot facility, perched on the top floor of the Schwartz School of Business. Its magnificent, 3420 square foot McKenna Hall, enjoys a 270 degree view of the bucolic Antigonish countryside. In addition to McKenna Hall, it boasts 2 large board rooms, a smaller meeting room, 4 offices and a full service kitchen. It is one of StFX's premiere physical assets. Its location in the Schwartz building is very advantageous for hosting events. The Schwartz building includes a stunning 300 person theatre- style lecture hall, attractive classrooms and a number of high standard public event spaces. It is also located adjacent to the Coady International Institute which has interesting and unique complimentary facilities.

The McKenna Centre facilities are truly world class and they convey that message to all who see and use them.

For many people on campus, the McKenna Centre is the physical facilities. Until recently, it hasn't had a very visible programmatic identity.

The facilities have been used by a number of internal and external users (see Appendix 5) but it is fair to say that they have been underutilized. The StFX Conference Services department manages all bookings of the facilities.

Several of the faculty consulted, over the course of developing this plan, expressed their intense frustrations with what they see as a structural barrier to academic usage of the facility. They speak about being unable to host leadership- themed events for people in their sector due to the prohibitive rental and other usage costs. They suggest that it would be good to change the current exclusive and elite internal identity of the McKenna Centre into one where people on campus consider it "our space". They suggest that encouraging the physical use of the space could be a preliminary way to get more internal stakeholders to identify with the McKenna Centre.

It will be important to take into account these concerns as the McKenna Centre develops and implements its plan for the future.

The McKenna Centre will work with the Academic Vice President, Conference Services and the Student Union to develop a plan for increasing the usage of the McKenna facilities by internal and external parties. It will be important to come up with an approach that addresses concerns expressed, maintains the high caliber of the facilities and manages expectations. The Executive

Director of the McKenna Centre will also work with Conference Services to develop a system for internal McKenna Centre usage and communication.

Another barrier to usage of McKenna Hall has been the poor acoustics caused by all the hard surfaces in the room – glass and marble. Carpets will be ordered and installed this year to address this problem.

## **8.0 Financial Status**

The campaign to raise funds for the McKenna Centre was complimentary to the Schwartz School campaign. The McKenna campaign raised a total of \$12,271,617.00 in pledges. Over \$10,000,000.00 of that total has been received.

A total of \$6,400,987 of the funds received has been allocated to capital costs. No further allocations to capital will be made from future pledge payments.

Some pledges (3) extend until 2020/2021 but most outstanding pledges will be paid by 2015/16.

There are seven endowed funds (see Appendix 3) under the McKenna Centre umbrella and one scholarship fund of \$100,000 from CIBC which is being spent down. Four of the endowed funds (Desmarais, Power Corporation, McInnes Cooper and McCaig) are dedicated to Service Learning with a focus on global and national engagement programs. One fund (MacBain/Riley) is dedicated to global engagement and the other designated fund (Irving Oil) is dedicated to national and international student research. The seventh endowed fund (McKenna Programming Fund) was created from all remaining undesignated donations. The Programming Fund supports speaking events, conferences, new program development and the Centre's leadership and management.

The original plans for McKenna Centre programming and the plans outlined above are much more ambitious than the current level of endowment revenue would permit. Currently the combined annual endowment revenue is approximately \$157,262, \$71,294 of which is from the McKenna Programming Fund. The annual amount is increasing, in some of the accounts, according to pledge payments. The Desmarais, the Irving Oil and the McCaig funds are fully paid up. By the time all pledge payments are received, the combined McKenna Centre endowments will be generating approximately \$ 234,825.20 annually. Due to the slower than anticipated

activation of the McKenna Centre, there has been some modest accumulation of endowment revenues in some of the fund revenue accounts.

## **9.0 Financial Projections**

The 3 year financial projections for the McKenna Centre can be found in Appendix 1. These projections are based on the current funds available and do not take into account any new fundraising revenues although it is expected that there will be new fundraising and other sources of revenues for the Centre. Once the program and associated fundraising plans are in place later this year, the budgets for Year 2 and Year 3 will likely be adjusted upwards.

The 3 years of approximately \$200,000 per year budgets will be balanced as per StFX's policy.

There is no call on the StFX operational budget anticipated in these projections.

The financial projections are approximate and are based on the current university policy of using a 4% return on capital as the basis for the calculations of the endowment returns.

For purposes of simplicity, the funds with accumulated revenues are all included in both the revenue and expenditure lines of Year 1, 2014-2015. This, plus the undesignated funds held outside of the endowments in Year 1, account for the larger budget in this year. It is likely that some of the accumulated endowment revenues will carry forward into subsequent years or else be reinvested in the endowments.

The projections indicate a modest annual investment in personnel. That investment is critical to achieving the programming, fundraising and communications priorities outlined in this plan.

## **10.0 Financing the Future**

Financing the ambitious vision of McKenna Centre for Leadership can be accomplished in a variety of ways. The current endowments provide an excellent base from which to grow the Centre and support leadership activities throughout the campus. Revenue from fees charged for events or programs of the Centre is another possible source of funds. As new programs are planned and events are staged, the appropriateness of charging fees will be a consideration. As the Centre develops some capacity for administration, it may also be in a position to take on

funded contracts to develop, deliver or coordinate leadership programs. There is also tremendous potential for cost sharing across campus and with external organizations for events and other activities. This would be one way to leverage the limited resources of the Centre. Fundraising from private sources and possibly governments has the highest potential for enabling the Centre and StFX to achieve its goals for student leadership.

The McKenna name and the themes of student leadership and practical learning are great assets for attracting external funding.

A fundraising strategy for the McKenna Centre will be developed in collaboration with StFX Advancement. Early discussions with the VP Advancement have already taken place and a number of initial steps have been identified.

Many of the supporters of the McKenna Centre campaign have already paid off their commitments. Some of them will be identified as prospective future donors, either to the areas they have previously supported or to the new initiatives outlined in this plan. Developing a comprehensive plan for stewardship of all McKenna Centre donors will be a priority of this strategy.

There are also quite a number of prospective donors, who were identified as being in Frank McKenna's orbit, at the time of the campaign, who did not end up being approached because the stated financial goal of that campaign had been met. Advancement has already started the work to identify and prioritize that list.

In addition to the inner McKenna circle, there are several Canadian and US foundations, corporations and individual philanthropists for whom youth, education, universities and leadership are priority areas of funding. Through initial research, 25 prospects have been identified. These can be found in Appendix 4.

The idea would be, to collaborate with Advancement, to further develop the plan and initiate a highly focused strategic campaign to raise the next tranche of programming funding for the McKenna Centre. This could dovetail with the planned StFX campaign or could be accomplished independently.

The funding priorities would be the initiatives outlined in this plan:

- Xaverian Leaders
- Service Learning – Next Generation
- McKenna Distinguished Leaders Speaker Series
- Global and National Leadership Opportunities Initiative
- Student Leadership in Research Initiative

The objective would be to raise significant funds to add to existing endowments, to create new endowments and to support multi- year programs and special initiatives. Sponsorships will also be sought for specific events and activities where appropriate. Where possible, to allow for maximum flexibility, undesignated McKenna Centre funds will be sought,

Funding goals will be set as a result of the program and fundraising planning. A further \$7 million in endowment capital would bring the total annual return from endowments up to over\$500,000. That, coupled with some multi- year, non- endowed commitments, would boost the McKenna Centre’s ability to equip our graduates and position our university in a substantial way.

Fundraising will be supported by Advancement and it will require leadership and time from the Executive Director of the McKenna Centre. The new President and Academic Vice President will likely also have roles to play in ensuring the requisite funds are raised.

## **11.0 Timeline**

A projected 3 year timeline for the period July 2014 to June 2017 can be found in Appendix 2.

The timeline plots out the main activities outlined in the plan and budget. It is likely that there may be some shift in priorities and / or an addition of new initiatives over the course of the three years. Annual work plans will be developed based on this timeline once the plan is finalized and approved.

The first year of the plan, 2014-2015, is a very busy period combining planning new initiatives, planning and starting to execute fundraising activities and carrying out a series of leadership activities.

Year two sees the continuation and intensification of the fundraising effort, the piloting of a new program and the continuation of a number of initiatives.

Year three sees continuation of the fundraising effort, the expansion of the pilot program and expansion of other efforts as funds are starting to increase from the results of fundraising and the increase in endowment revenues.

## **12.0 Operational Structure**

The McKenna Centre for Leadership can be described as a combination of a hub, an umbrella and an engine. It is a hub which encourages, supports and connects the various StFX constituencies who are active or wish to be active in student leadership development. It is an umbrella under which all StFX student leadership activities can be located and identified. It is also a leadership engine in its own right, initiating and running its own student leadership initiatives.

This past year, 2013-2014, was the first year there has been an Executive Director in place at the Centre. This position has been part time and contractual. There has also been some modest administrative support provided by the assistant to the Dean of Business and by the assistant to the Academic Vice President. The Executive Director reports directly to the Academic Vice President.

There is not sufficient funding, from existing resources, to hire a full time Executive Director, of the caliber that will be required to lead and manage this ambitious next phase of development for the McKenna Centre.

The recommendation, embedded in the 3 year financial projections, is to continue with a part time contract with a senior leader in the position of Executive Director. Given the volume of work, it will be important to find a way to provide the Executive Director with sufficient part-time administrative support. This could be done by engaging a part time student or allocating some time from an administrative staff person whose time has not been fully assigned.

The Executive Director will be responsible for leading the execution of this plan including the following duties:

- Provide strategic leadership for the Centre
- Design and develop new programs
- Initiate and coordinate leadership events
- Manage the MacBain/Riley Fund
- Coordinate all other existing endowments
- Fundraise in collaboration with Advancement
- Manage the budget
- Represent the Centre on and off campus

The Executive Director should continue to report to the Academic Vice President and be based out of the office in the McKenna Centre. This arrangement has proven to work very well. It allows for the appropriate accountability and the necessary agility.

As funds are raised and the McKenna Centre grows and develops, the staffing arrangement will need to be reviewed.

## **13.0 Governance**

The guiding principles regarding governance of the McKenna Centre should be ensuring accountability and agility.

Currently the governance of the Centre is handled through the Academic Vice President. This is an efficient and effective arrangement and should be continued. The Academic Vice President reports on the McKenna Centre to the various external and internal governance bodies – the Board of Governors, the Senate, the Faculty and the Senior Administrative Committee. In the future, the Executive Director could be invited by the Academic Vice President to make an annual report to each of these bodies at an appropriate time.

Over the course of the next year, the Executive Director will develop the terms of reference for a Senior Advisory Committee. This committee could be composed of 3 student representatives, including the Student Societies Coordinator and either the Student Union President or Vice President, 3 Faculty, the Director/Vice President of Student Services, the Director of Athletics, the Director of Communications, an appropriate representative of the Coady International Institute, a member of the Board of Governors, a member of the StFX Alumni and the Academic Vice President. The committee would not be a governance committee but would be similar to the Coady Advisory Board. It would meet twice per year.

In addition to the Senior Advisory Committee, a Leaders Circle consisting of prominent leaders could also be established. The Leaders Circle would have the triple purpose of lending credibility through association, providing strategic guidance and providing support and advice regarding fundraising. Frank McKenna would be asked to Chair this Leaders Circle. This group may or not meet but they would be available as a resource to the Executive Director of the McKenna Centre. The President of the University may be a member of this body.

**FRANK MCKENNA CENTRE FOR LEADERSHIP**  
**Strategic Plan Appendix 1**  
**People Consulted**

<b>Students</b>	<b>Faculty</b>	<b>Senior Administrators</b>	<b>Other Management &amp; Staff</b>	<b>Board of Governors</b>
Nick Head Peterson Ben Gunn-Doerge Taylor Mason Gareth Winsor Kelly Nelson Emily Miller Tayler Weeks Amy Brierly Brandon Hamilton Alicia Siliker Lauren Murray Hailey Vidler Paige Chisholm Troy Mrazek Ben Flood Ceili Sims Isaac Turner Maggie Edwards Aleaha Zampoloni Sarah Dodsworth Lisa Gunn Mark Simonds	Brad Long Angie Kolen Neil Foshay Rachel Hurst Monica Diochon Doris Gillis Anne Bigelow Leo Gallant Peter McInnis Jim Bickerton Doug Brown Peter Clancy Youngwon Cho Charmaine MacPherson Nancy Forestell Will Sweet Mark Fuller Dave Risk Mathew Meyer	Sean Riley Leslie MacLaren Keith DeBell Tim Lang John Gaventa Helen MacGregor Bobby Hale Tim Hynes Jeff Orr Richard Nemesvari Robert van den Hoogen Diane Duff	Kyler Bell Carla Gillis Leo MacPherson Marla Gaudet Adam Baden Clay Shannon Travers Justin Fox Phil Davison Mark Maclsaac Eileen Alma Brienne Peters	Frank McKenna Susan Crocker

**FRANK MCKENNA CENTRE FOR LEADERSHIP**  
**Appendix 2**  
**Projected Timeline**  
**July 2014 – June 2017**  
**( Q1 July-Sept, Q2 Oct-Dec, Q3 Jan-March, Q4 April-June)**

Strategic Initiative	2014-2015				2015-2016				2016-2017			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>1.0 Xaverian Leaders</b>												
1.1 Form Planning Committee and complete TOR's.....		X	X									
1.2 Develop new Program Plan.....			X									
1.3 Get necessary Academic Approvals .....			X									
1.4 Package as Funding Proposal(s) and for Recruitment with Advancement.....		X	X									
1.5 Raise Funds in Collaboration with Advancement.....			X	X	X	X	X	X				
1.6 Launch/Run Pilot Program .....					X	X	X	X	X			
1.7 Evaluate and Adjust .....								X	X			
1.8 Launch Expanded Program .....									X	X	X	X
<b>2.0 Service Learning - Next Generation</b>												
2.1 Clarify and communicate current funding for Service Learning within McKenna Centre .....	X											
2.2 Work with Service Learning, AVP, Advancement and clearly position Service Learning's programs and Communications in relation to the McKenna Centre .....	X	X										
2.3 Investigate possible relocation of Service Learning to the Schwartz School building.....	X											
2.4 Work on a plan to collaborate on current and future Service Learning/ McKenna Centre initiatives.....		X	X									
2.5 Where appropriate, package Service Learning—Next Generation activities in McKenna Centre Funding Proposals.....		X	X									
2.6 Raise funds in Collaboration with Advancement.....			X	X	X	X	X	X				
<b>3.0 Visiting Leaders – Speakers Bureau</b>												
3.1 Convene, meet and plan a system to better coordinate, combine resources and maximize impact of speaking events on campus .....		X	X									
3.2 Confirm keynote speaker(s) for U4 Leaders Summit @ X.....	X											
3.3 Plan and cohost business leaders event with Schwartz School.....		X	X			X	X			X	X	
3.4 Plan and host “Political Participation” event for students (pre-election).....		X	X									
3.5 Plan and host Alumni Leader Career events for students .....	X	X			X	X			X	X		

Strategic Initiative	2014-2015				2015-2016				2016-2017			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.6 Form team, plan and execute Tedx@X, Ideas@X event featuring faculty and student leaders.....		X	X			X	X			X	X	
3.7 Develop proposal for McKenna Distinguished Leaders Speakers Series and raise funds in Collaboration with Advancement.....		X	X	X		X	X	X		X	X	X
<b>4.0 U4 Leaders Summit@X</b>												
4.1 Develop concept for fall 2014 Leaders Summit@X.....	X											
4.2 Form committee to plan and execute fall 2014 Leaders Summit@X.....	X	X										
4.3 Host fall 2014 Leaders Summit@X.....		X										
4.4 Plan and host fall 2015 Leaders Summit@X ..			X	X	X	X						
<b>5.0 Global and National Leadership Opportunities Initiative</b>												
5.1 Work with academic leaders, Student services, Student's Union, Coady and Advancement team to identify new opportunities for global and national engagement.....		X	X	X								
5.2 Develop "fundable" multi-year and endowment funding proposal for student engagement.....		X	X									
5.3 Work with Advancement to raise significant funds.....			X	X		X	X	X		X	X	X
5.4 Launch competition for MacBain/Riley International Fund.....		X				X				X		
5.5 Work with academic leaders, Coady, Service Learning, International Exchange Office and Student Services team to develop system to coordinate administration of global and national engagement opportunities.....			X	X								
<b>6.0 Student Leadership in Research</b>												
6.1 Work with Associate V.P. Research on a plan to better link leadership objective and McKenna Centre with the Irving Mentorship Program .....		X	X									
6.2 Work with Associate V.P. Research, Deans and Advancement to develop a plan on funding proposal for an expanded Student Leadership in Research initiative.....		X	X	X								
6.3 Work with Advancement to raise funds for the expanded Student Leadership in Research Initiative .....			X	X		X	X	X		X	X	X
<b>7.0 McKenna Centre Facilities Usage</b>												

Strategic Initiative	2014-2015				2015-2016				2016-2017			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
7.1 Develop a plan in collaboration with the AVP, Conference Services and the Student's Union for increasing the usage of the McKenna facilities by internal and external parties.....	X	X										
7.2 Improve facilities by installing carpet in McKenna Hall.....	X											
<b>8.0 Improve and Increase Internal and External Communications</b>												
8.1 Create a plan in collaboration with Communications, Recruitment and Fund Development to raise the profile of the McKenna Centre and its programs .....		X	X									
8.2 Implement stage one of the communications/profile raising plan communicating existing programs, past accomplishments and upcoming activities with StFX Communications .....	X											
8.3 Implement medium term communications/profile raising plan with StFX Communications .....		X	X	X	X	X	X	X	X	X	X	X
<b>9.0 Raise Funds</b>												
9.1 Collaborate with StFX Advancement and develop a coordinated plan to raise significant new endowment, multi-year and special initiative funding for McKenna Centre leadership priorities ( as per above) ..	X	X	X									
9.2 Implement the plan to raise significant funds for McKenna Centre for Leadership in Collaboration with StFX Advancement .....		X	X	X	X	X	X	X	X	X	X	X