

SETTING OUR SAILS

STRATEGIC PRIORITIES & OBJECTIVES



1 **Strengthen Academic Excellence**
Cultivate and support a dynamic environment that fosters discovery, inquiry and application for a complex world
Recruit, retain and support outstanding, diverse faculty and staff
Graduate successful students while maintaining affordability

2 **Stake Our Claim**
Attract and retain students
Tell our stories
Keep the CSJ legacy alive and visible

3 **Forge Partnerships**
Increase corporate, foundation, and government support
Expand academic reach

4 **Foster Forever St. Catherine**
Keep Katies engaged beyond graduation
Establish forever opportunities to give

5 **Drive a Culture of Inclusive Excellence**
Develop systematic infrastructure to ensure inclusive excellence is integrated into all operations
Cultivate and maintain a healthy campus climate

6 **Build a Strong and Sustainable Foundation**
Stabilize and improve the University's financial position
Create and utilize a campus master plan to support the academic vision and student experience

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STRATEGIC INITIATIVES

1 Strengthen Academic Excellence

Advance a University structure that ensures cross-disciplinary curricular and scholarly innovations to create new learning experiences and initiatives.

Further develop a model for developing and reviewing existing programs, majors and courses for currency, effectiveness and relevance.

Identify and implement pathways that leverage existing strengths and expertise of the University to produce strong learning outcomes that span careers and a lifetime.

Implement a strong faculty and staff development model that addresses preparation for the future in teaching and advising, scholarship, leadership and governance, creating partnerships and collaboration, disciplinary content expertise, technological literacy, and cultural fluency and diversity.

Cultivate faculty and staff engagement with the external environment for the development of co-curriculum, curriculum and scholarship.

Align the internal systems (e.g., compensation, career paths, succession planning, performance management, professional development) to support attracting and retaining outstanding faculty and staff.

2 Stake Our Claim

Develop an overall St. Catherine University brand strategy, including increasing faculty and alumnae/i visibility.

Define our market for each college and develop a comprehensive marketing plan to attract and retain students at desired levels.

Communicate the value of liberal arts and integrate into each college and program.

Increase St. Kate's global visibility.

Engage key stakeholders and partners as brand ambassadors.

3 Forge Partnerships

Build deep connections with partners to increase their support of the University, including grants, gifts, research opportunities, job placements, internships, and student pipeline.

Position Katies as invaluable employees.

Engage organizations in advancement and fundraising.

Pilot clinical education collaborative practice model with selected partners.

Collaborate on curriculum, research and innovation.

Create new degree pathways with community colleges.

4 Foster Forever St. Catherine

Establish student/alumnae/i connections.

Engage alumnae/i in learning and volunteer activities.

Create a development strategy that builds the endowment to sustain and strengthen the University.

Launch a capital campaign to build our endowment.

5 Drive a Culture of Inclusive Excellence

Develop an inclusive excellence (IE) plan to ensure coordination of efforts across the University.

Conduct audit of policies, procedures, and practices through the IE lens.

Enhance cultural fluency of students, staff and faculty.

Assess current climate University-wide.

Establish baseline data and benchmarks.

Develop climate enhancement strategies.

6 Build a Strong & Sustainable Foundation

Invest in physical and technological infrastructure and delivery systems that provide quality student, faculty and staff experiences while maintaining a safe and secure learning and work environment.

Formalize and integrate administrative policies, procedures, and communication systems to support the University and decrease the cost of administration.

Consolidate Minneapolis and St. Paul campuses to St. Paul by December 2020.

Enhance program review and assessment to measure ROI using more robust cost accounting for program analysis (P3).

Implement technologies/systems and functional capability that supports the University's ability to leverage processes and data in the timely and efficient management of the institution.

Develop a comprehensive Campus Master Plan in FY 2019 to inform a new capital campaign.

ST. CATHERINE UNIVERSITY

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