



Strategic Directions 2015

Summary of Strategic Priorities

College of Saint Benedict



CSB Strategic Directions 2015



Unparalleled and Distinctive Opportunities for Women

The College of Saint Benedict will offer to women unparalleled opportunities linking the liberal arts and sciences with professional preparation, civic engagement, leadership, and global competence.

Academic Affairs

- Empower women to take advantage of the full range of academic opportunities available to them:
 - Increase the number of women in under-represented fields, such as physics, computer science, chemistry, economics, and mathematics.
 - Increase the number of graduates who enter professional programs within five years of graduation.
 - Make application for and achievement of international competitive fellowships a CSB trademark.
- Engage more women in an integrated liberal arts experience:
 - Increase the number of women majoring in liberal arts disciplines.
 - Among women majoring in non-liberal arts disciplines, increase the percentage who minor in a liberal arts discipline.
 - Increase the number of women participating in for-credit experiential learning activities.
- Develop and strengthen the internationalization and globalization of student learning:
 - Achieve 100% participation in a global learning experience or at least two week duration.

Unparalleled and Distinctive Opportunities for Women

Student Development

- Enhance the four-year residential experience to provide opportunities for CSB students that support academic success and encourage holistic student development.
- Finish first in the MIAC, Division III All-Sports Competition.
- Create inclusive communities that value the expression of differences while bonding to our Benedictine heritage through traditional and innovative programs.
- Provide top quality women's health care and health education.
- Provide opportunities for women to be formed as future lay leaders for faith communities.
- Honor Catholic women who embody the prophetic tradition of ethical leadership modeled by Mother Benedicta Riepp.
- Implement a Women's Leadership Cohort designed to empower young women to become civically engaged in their local and global communities.

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Exemplary undergraduate education in partnership with Saint John's University

The College of Saint Benedict will partner with Saint John's University to provide an exemplary liberal arts education with a strategic focus on scholarship and creativity, mentorship, global citizenship, values-based leadership, and spiritual development.

Scholarship and Creativity

- Prepare graduates who are active learners, capable of independent learning, discover, and creativity and able to relate knowledge to daily life.
- Prepare graduates who are intellectual risk-takers pursuing bold ideas with self-confidence, rigor, and creativity.
- Build a faculty of teacher/scholar/mentors who are actively engaged in cutting-edge scholarship and creative work.
- Build a professional staff actively engaged in cutting-edge scholarship and creative work.

Mentorship

- Prepare graduates who are self-confident and independent thinkers, who have been supported by close-working relationships with faculty and staff.
- Prepare graduates who are academically and personally equipped for careers and/or graduate school.
- Provide our students with opportunities for interpersonal and intrapersonal growth in ways characterized by realistic self-appraisal, self-esteem, ethics and integrity, relationships, independence and interdependence, and understanding of self as a gendered person.

Global Citizenship

- Graduates will demonstrate local and global intercultural competence.
- Students, faculty, and staff will represent diverse races, cultures, and socioeconomic backgrounds.
- Our students will seek opportunities to engage with others who have differing religious, political or personal views.
- Develop and strengthen the internationalization and globalization of student learning.

Values-based Leadership

- Our graduates will lead with integrity, exhibit stewardship, and seek a socially-just world.
- Our graduates will be ethically responsible, committed and engaged citizens.
- Our graduates will actively pursue the common good through engagement with civic, religious, non-profit, and professional organizations.

Spiritual Development

- Our faculty, staff, and graduates will seek personal and spiritual growth throughout their lives.
- Our graduates will have the knowledge and skills to make career and life-style choices that lead to healthy, purposeful, and satisfying lives.

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Financial Sustainability and Growth

The College of Saint Benedict will insure its financial health and independence through endowment growth, sustained annual giving, enhanced alumnae participation, and contributions to reserves.

- Meet Capitol Campaign goals.
- Sustain or increase Annual Giving to reduce dependence on net tuition.
- Increase endowment.
- Increase alumnae giving participation rates.
- Enhance the College's debt capacity.
- Appropriately fund capital to insure that facilities effectively support the mission.
- Increase net tuition revenue annually to provide adequate operating funds.

Facilities for Learning, Living, and Wellness

The College of Saint Benedict will create model environments for student learning, faculty and student scholarship, co-curricular activity, residential life, wellness, and sustainable community.

- Construct new academic building.
- Complete Phase I of Haehn Athletic center renewal and renovation.
- Construct new residence hall in support of residential learning goals.

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Sustaining Our Community

The College of Saint Benedict will recruit and retain a multi-talented and richly diverse community of students, faculty, and staff.

Students

- Stabilize the size of the new entering first-year class at 525 annually.
- Increase the size of the applicant pool.
- Achieve a lower yield limit.
- Increase selectivity via the acceptance rate and the academic profile.
- Ensure a diverse national and regional student population.
- Ensure a diverse racial and ethnic student population.
- Maintain the international student population.
- Annually increase net revenue per student.
- Market and promote reconfigured merit-based scholarship awards.

Faculty

The College of Saint Benedict and Saint John's University will appropriately recruit, hire, retain, develop and shape the faculty talent pool.

- Shape the faculty talent pool in order to optimally serve our students.
- Ensure a competitive and sustainable faculty salary plan.
- Sustain a culture that supports professional development for faculty.
- Reward excellence.

Staff

The College of Saint Benedict and Saint John's University will appropriately recruit, hire, retain, develop and shape their staff talent pool.

- Ensure the college is optimally staffed with the necessary talent to achieve its mission and strategic goals.
- Sustain a culture that supports professional development for all administrative and support staff.
- Ensure a competitive and sustainable total compensation plan for administrative and support staff.
- Recruit and retain a richly diverse administrative and support staff that contributes to preparing students for work and service globally.

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Building Community Partnerships

The College of Saint Benedict will be a partner in an effective and sustainable collaboration with the City of St. Joseph and the broader local community.

- Position the college as a valuable member so the St. Joseph community.
- Identify and create opportunities for students to be good citizens in the St. Joseph community.
- Create opportunities for the CSB campus to be viewed as a community resource.
- Establish positive working relationships with key leaders in the St. Joseph community.
- Enhance the visibility of the college in the St. Cloud metropolitan area.

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Model Leadership

The College of Saint Benedict will model best practices in shared governance and administrative leadership.

- Create and sustain a culture of leadership development for administration, faculty, staff, and future higher education leadership.
- Understand local and national best practices of shared governance.
- Serve the national higher education community through leadership.
- Highlight administrative leadership as integral to institutional success.

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Strategic Directions 2015**

Visible Excellence

The College of Saint Benedict will enhance earned visibility for the strengths and accomplishments of our community members, including students, faculty, staff, alumnae, and Board members.

- Increase national and state award nominations for students, faculty, and staff.
- Increase national visibility of students, faculty, staff, and alumnae.
- Create synergy in institutional marketing and visibility.