

Strategic Directions 2020

Much about the world around us has changed since we adopted our last strategic plan, *Strategic Directions 2015*. Today, nearly all colleges and universities must address complex and disruptive demographic, economic, and cultural forces that have converged and crystallized in recent years. While these forces historically have influenced higher education, the pace of change and their impact has accelerated, reshaping the landscape for college and universities everywhere. As we prepare *Strategic Directions 2020*, we know that over the next five years our student body will become more racially, ethnically, culturally, geographically, and socioeconomically diverse than ever. Students and families expectations for an extraordinary learning experience will continue to be high, at the same time their concerns about cost may be growing. We are prepared to meet those challenges.

Since their founding, the College of Saint Benedict and Saint John's University have framed our residential, liberal arts education with powerful values rooted in a centuries-old Catholic and Benedictine tradition. Throughout our histories we have approached inquiry and discovery through the lens of community and the connections that bind individuals, families, and cultures. We have equipped our students to address the twin values of change and stability, reflection and action.

Our values and commitments afford us the opportunity to look to the challenges of a changing future optimistically. We must continue to develop and extend the best of what we do and who we are in support of our students' success, confident in the continuing need for great residential, liberal arts education. *Strategic Directions 2020* addresses two key imperatives: defining our distinction in higher education and assuring that our curricular and co-curricular experience and practice adapts to the needs, expectations, and aspirations of a 21st century student body. We do not seek to make the College of Saint Benedict and Saint John's University simply different institutions, but rather better institutions, educating women and men for transformation and preparing them for active participation and leadership in a modern world.

Mary Dana Hinton
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Liberal Arts for Life

By 2020, the liberal arts experience at the College of Saint Benedict and Saint John's University will be characterized by an innovative and integrative curriculum that provides our students with the knowledge, skills, experiences and values to meet their professional and personal goals and shape their civic identity.

Goals:

Create a leading and innovative liberal arts curriculum emphasizing preparation for life

- Develop a new Common Curriculum that is purposeful, sequential, integrative, and cumulative across four years. The new Common Curriculum will more intentionally link departmental and general education. The liberal arts will be foundational to all majors and minors.
- Develop innovative programs and pedagogical practices that take advantage of current and future technologies to improve the learning experience of students and teaching experience of faculty. Explore opportunities to use technology to deepen our engagement with alumnae, alumni and others who can improve the learning experience of our students
- Create Interdisciplinary Concentrations that leverage our unique academic strengths and distinctions (e.g. our global focus or environmental programs) to broaden opportunities and credentials for students.
- Create learning and academic support spaces that provide opportunities for best pedagogical practice and student success.
- Create an Office of Continuing Liberal Arts Education to develop and deliver non-credit, continuing education, and experiential learning programs and experiences.

Meet the needs and aspirations and exceed the expectations of a 21st century student body.

- Create a comprehensive two-semester First Year Experience (FYE) program, in conversation with our First Year Seminar. FYE will facilitate the transition to college and create a foundation for student success. In addition, it also will include curricular and co-curricular programming as well as an introduction to our Catholic and Benedictine heritage and values.
- Create an Academic Success Center providing comprehensive and integrated academic and learning support for all students.
- Develop and implement a Professional Development program that strengthens the faculty and staff's ability to meet the needs of the student body. Professional development programming will include enhanced preparation for diversity and intercultural literacy and a special emphasis on gender development.

Liberal Arts for Life

Evidence of Success

Improved retention and four-year completion rates

Achieve and sustain a first-to-second year retention rate of 90%

Average for three most recent years: 89%

Peer Average: 88%

Aspirant Average: 92%

Achieve and sustain a four-year completion rate of 78%

Average for three most recent years: 74%

Peer Average: 71%

Aspirant Average: 82%

Eliminate retention and completion gaps between majority and under-represented students

1st to 2nd year retention rate for majority students: 89%

1st to 2nd year retention rate for students of color: 84%

Four-year completion rate for majority students: 78%

Four-year completion rate for students of color: 71%

Enhanced professional preparation and success of our graduates

Achieve CSB/SJU attribution scores on the following professional skills:

- **Performing your work ethically and with integrity:** 90% (*current average: 88%*)
- **Working in culturally diverse environment:** 75% (*current average: 52%*)
- **Contributing to creativity and innovation in the workplace:** 90% (*current average: 74%*)
- **Embracing challenge and accepting risk:** 90% (*current average: 79%*)

Students, faculty and staff will be able to articulate the importance of a liberal arts education for personal and professional development

[We currently have the data only for graduates, not for faculty and staff. We will have to develop a survey instrument to establish a baseline and a goal for faculty and staff.]

90% of all recent graduates indicate that the liberal arts education they received at CSB and SJU contributed significantly to their personal and professional development

Current Average: 88%

Match the engagement scores of the best performing institutions in the country on the following National Survey of Student Engagement indicators:

Reflective and Integrative Learning *(Top 10% national score: 43.1/CSB/SJU score: 42.0)*

Collaborative Learning *(Top 10% national score: 37.5/CSB/SJU score: 35.1)*

Student-Faculty Interactions *(Top 10% national score: 34.6/CSB/SJU score: 28.8)*

Supportive Environment *(Top 10% national score: 39.1/CSB/SJU score: 39.9)*

Holistic and Transformational Development of Women and Men

By 2020, the College of Saint Benedict will transform and empower young women to live their lives with integrity and purpose, utilize their voice with confidence and compassion, and engage diverse perspectives and peoples, inspiring them to reach their full potential.

By 2020, Saint John's University will advance and extend the benefits of a residential, liberal arts experience, challenging and supporting young men to achieve their full potential and providing the comprehensive support and services they need to lead lives of meaning and success.

Goals:

Create a leading professional and career development curriculum.

- Develop and implement a comprehensive and integrated four-year Professional and Career Development curriculum, plan and experience for all students. Professional and career development, inclusive of career advising, professional mentoring and networking – with an emphasis on alumnae and alumni engagement – will begin in the first-year and continue through graduation.

Ensure that the range of experiential learning opportunities are available for all students.

- Secure new resources to ensure that students of all means are able to participate in study abroad, internships, student research, service learning and co-curricular activities.

Become a mentor-centered community.

- Develop and implement programs and experiences that connect students to faculty and staff, other students, monastics, and alumnae and alumni in mentoring relationships, ensuring that all students have access to academic, professional, and personal mentors. All students will graduate with a Leadership Transcript.

Extend our leadership and distinction on athletic excellence and wellness.

- Provide exceptional facilities and experiences for intercollegiate, club, and intramural athletics.
- Extend programs and services in support of physical health and wellness.
- Develop programs that explicitly link leadership development with curricular, co-curricular and athletic programs.

Holistic and Transformational Development of Women and Men

Evidence of Success

Increased student participation in experiential learning programs and activities

Study Abroad Participation:	70% CSB/55% SJU <i>(current averages: 62%/45%)</i>
Internship/Practicum:	75% <i>(current averages: 71% CSB/67% SJU)</i>
Undergraduate Research:	50% <i>(current averages: 40% CSB/37% SJU)</i>

All students will graduate with established networks of advisors and mentors

[We will need to develop a survey to establish benchmarks and goals]

Increased number of corporate and professional recruiting visits on campus

Quality and reputation of professional development opportunities and experiences cited by enrolling students as a key attraction and advantage

[We will need to develop survey questions to add to our Enrolling Student or New Student Surveys to establish benchmarks and goals]

Enhanced student satisfaction

Satisfaction with Academic Experience:	97% Good or Excellent <i>(current average: 95%)</i>
Satisfaction with Academic Achievement:	60% Very Satisfied <i>(current averages: 45% CSB/36% SJU)</i>
Satisfaction with Social Experience:	90% Good or Excellent <i>(current average: 87%)</i>

Reduce gaps in male and female senior student reports of confidence

Intellectual Self-Confidence:	72% SJU/52% CSB
Social Self-Confidence:	60% SJU/49% CSB
Academic Ability:	76% SJU/61% CSB
Leadership Ability:	77% SJU/64% CSB

[All percentages reflect those indicating "Above Average" or "Highest 10%]

Inclusive and Engaging Catholic and Benedictine Experience

By 2020, the College of Saint Benedict and Saint John's University will extend our Catholic and Benedictine values to create a vibrant and lived community experience. We will preserve and embed the Benedictine values of our sponsoring communities.

Goals:

Enhance Identity and Community

- We will strengthen our inclusive Catholic and Benedictine community so that it expresses and integrates our history, heritage, and values into the daily experiences of students, faculty and staff.
- Students, faculty, and staff will be able to articulate how our Catholic and Benedictine identity shapes our communities and the ways we engage and contribute to the common good.

Integrate the Catholic and Benedictine tradition with the Academic experience

- Students and faculty will develop an enhanced understanding of both the Catholic Intellectual Tradition and its role in a liberal arts education, and Catholic Social Teaching and its role in experiential learning. We will use theological and Benedictine resources, including but not limited to the School of Theology, Department of Theology, Benedictine Institute and School for Benedictine Spirituality, to expand learning and developmental opportunities of undergraduate students, faculty, and staff.

Integrate Co-Curricular experiences and Catholic and Benedictine values and tradition

- Students will draw and reflect upon Catholic Social Teaching and Benedictine values as part of their co-curricular experiences.

Inclusive and Engaging Catholic and Benedictine Experience

Evidence of Success

Increased participation in events and programs that address and express our Catholic and Benedictine identity

[We will need to develop a survey to establish benchmarks and goals]

Students report spiritual development and a strong experience of community

[Current average: 50% of CSB and SJU seniors indicate that their experiences here contributed significantly to the understanding and practice of their spirituality]

Faculty and staff report increased knowledge of Catholic and Benedictine values, tradition, and history

[We will need to develop a new survey to establish benchmarks and goals]

Increased interaction between all community members around our Benedictine heritage

[We will need to develop a measurement tool to establish benchmarks and goals]

Shared Future, Sustainable Future

By 2020, the College of Saint Benedict and Saint John's University will together develop and implement an economic model that allows us to meet and sustain high standards of excellence, value, affordability and efficiency.

Goals:

Develop a new economic model that balances long-run revenues and expenses.

- Develop and implement a long-range financial plan that:
 1. Increases support from endowed and gifted resources, leveraging sources of distinction as a platform for fundraising success.
 2. Caps the annual growth rate of E&G operating expenses to a fixed ceiling.
 3. Reduces expenses in ways that are mission appropriate and support the long-term sustainability of the institutions.
 4. Limits the growth rate of both tuition and tuition discounting, subject to market constraints and competition.
 5. Defines numeric and compositional enrollment parameters and their financial implications.
 6. Explores new revenue sources that are mission appropriate, such as a master's degree program in education or continuing education certificates in accounting or nursing.
 7. Identifies opportunities for operating efficiencies and cost reduction where possible.

Develop and shape a faculty and staff size and composition model that is attentive to the external market, the financial model and the quality of the student experience.

- Develop a long-term, sustainable faculty and staff composition plan that manages both the student-to-faculty ratio and the student-to-staff ratio in ways that are consistent with our mission, educational commitments and economic constraints.

Develop and advance a cohesive brand identity that supports and defines the colleges separately and together.

- Develop and implement a brand marketing plan that supports and integrates the three identities we bring to market. We will use our distinctive independent and shared identities as a source of distinction in a changing higher education marketplace.

Clearly define the educational opportunities and constraints of the coordinate relationship and structure, enabling us to emphasize to students, parents and others the distinctive benefits of our partnership.

Shared Future, Sustainable Future

Evidence of Success

Develop a long-range financial plan by November 2015 with additional financial sustainability metrics

Faculty, staff, and students are able to articulate the distinctive value of our shared and independent identities

[We will need to develop a measurement tool to establish benchmarks and goals]