

Strategic Directions 2020

Inventory of Planning Ideas and Proposals

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Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Focused professional development for staff and faculty on gender development and changing demography

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Shared Future, Sustainable Future

Expected Outcomes:

We will learn how men and women are socialized differently. Targeted instructional strategies.

Long Term Impact:

Increased retention, greater student engagement

Strategic Directions 2020
Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Expanded or equalized corporate “sponsorships” to Academic Affairs

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Shared Future, Sustainable Future

Expected Outcomes:

Resources more equally balanced between CSB and SJU.

Long Term Impact:

Revenue for the undergraduate experience, broader partnerships

Strategic Directions 2020
Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Innovative curriculum: more highly integrated courses, courses that are more thematic, an arc of connection among courses, First Year Experience (Benedictine experience, FYS, etc.)

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Shared Future, Sustainable Future

Expected Outcomes:

More engaged students, invigorated faculty

Long Term Impact:

Redefined liberal arts experience

Strategic Directions 2020
Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

SJU needs a stronger focus and a stronger commitment to SJU

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Shared Future, Sustainable Future

Expected Outcomes:

Collective community understanding and credibility builder, a unified voice for sustainability

Long Term Impact:

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Assess the sustainability of the coordinate structure and how that structure meets our objectives

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Shared Future, Sustainable Future

Expected Outcomes:

Either a reimagined new structure or a renewed commitment to the current structure.

Long Term Impact:

A structure that better accomplishes our mission and goals.

Strategic Directions 2020
Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Create our own “outdoor challenge” annually – a competitive event over 2-3 weeks to embrace the outdoors and sustainability

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Shared Future, Sustainable Future

Expected Outcomes:

Long Term Impact:

Strategic Directions 2020
Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Build a global component into the curriculum to go along with the intercultural requirement.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Shared Future, Sustainable Future

Expected Outcomes:

Long Term Impact:

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Change the way we talk about the common curriculum, putting the liberal arts back at the center (changing the “check the box” message students hear now)

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Shared Future, Sustainable Future

Expected Outcomes:

Long Term Impact:

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Develop one office for fundraising for Academic Affairs. This would eliminate many political hindrances we currently experience in fundraising.

Create a joint Academic Affairs fundraising Office

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Shared Future, Sustainable Future

Expected Outcomes:

Support of Academic Affairs, knowledgeable fundraising professionals who know funders, alums and the curriculum

Long Term Impact:

Joint bank account so we can raise money for both campuses. Avoid getting bogged down in who gets to count a grant. More cash for Academic Affairs for endowed chairs, lectures, Fine Arts Programming, and scholarships.

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Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Create a Benedictine Studies minor. It would include courses from across the curriculum. Review Benedictine living floor pilot at SJU, consider expanding to CSB. Include an experiential learning component. Locate the minor in European Studies, at least for now.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Shared Future, Sustainable Future

Expected Outcomes:

Highlight Benedictine values and character of CSB and SJU

Pilot a program that may inspire our next common curriculum

Long Term Impact:

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Academic outreach to alums through on-line classes, YouTube page or events, digital commons, social media

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Shared Future, Sustainable Future

Expected Outcomes:

Connect Academic Affairs with the social media world, admissions, first generation students, families, Office of Education Abroad. Reverse culture shock.

Long Term Impact:

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Merge career services and experiential learning into a single office

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Shared Future, Sustainable Future

Expected Outcomes:

Long Term Impact:

Strategic Directions 2020
Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Develop a transportation infrastructure in support of experiential learning opportunities

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Shared Future, Sustainable Future

Expected Outcomes:

CSB/SJU students will have consistent, reliable transportation for experiential opportunities, including internships and service learning

Long Term Impact:

Increased connection between CSB/SJU and local organizations

Strategic Directions 2020
Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Create and extend artist residencies across multiple academic disciplines that give students and faculty unique and challenging experiences.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Students and faculty are exposed to creative and unusual learning opportunities that will bolster their right-brain development.

Long Term Impact:

Creative abilities, once developed, pay dividends for a lifetime.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Create an endowed fund for library acquisitions in Theology/Catholicism/Benedictine tradition

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Shared Future, Sustainable Future

Expected Outcomes:

Continuing research by students, faculty, and visiting scholars in topics related to Catholic/Benedictine thought, assuring that CSB/SJU remain recognized centers of progressive scholarship in this area. Budget relief for an area of library service where we have very long term commitments to research-intensive collections. Reduces risk that important acquisitions will be missed because of variable fiscal constraints.

Long Term Impact:

Library collections are one way we manifest the Catholic intellectual tradition. Strong collections in Catholic history, culture and theology will help assure CSB and SJU retain their Catholic and Benedictine identity. They also will assure we continue to educate and support coming generations of leaders well versed in the Catholic intellectual tradition.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Relocate CSB College Archives to free up space in Corona Hall

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Shared Future, Sustainable Future

Expected Outcomes:

Current Archives space repurposed for residential life priorities, reducing the need to add or expand buildings. Archives could be located in a more visible space, generating more interest in the heritage of the College and strengthening ties with alumnae. Increased Archives programming, including student research on the history of the college and Catholic, Benedictine women's higher education.

Long Term Impact:

CSB Archives is well situated to provide information on the past which can inform the future. Preserve the Catholic Benedictine heritage of CSB.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Recruit students trained in Student Development's leadership programs (SALD) to function as peer mentors for FY students, with an emphasis on connecting with first gen/at risk FY students. We ran a somewhat similar program a few years ago. Start with a small program, perhaps enough to staff eight FYS sections. Use upper class students, trying to recruit for diversity (which would probably make the stipends much more important). Work with Academic Advising to target the FYS sections with more diverse and/or at risk students. There seems to be pretty convincing evidence from other schools that a FY student who is uncertain about whether s/he can fit into their new environment is much more likely to stay and succeed if they are connected with someone who came from a parallel background and has made it.

Peer mentors will require support. Include weekly or bi-weekly sessions with a faculty or staff leader who provides a help in creating a structured experience, advice on how to handle various situations, and generally improves the work of the mentors. Having both a CSB and a SJU student in the mentor team increases the cost and the scheduling complexity, but there are advantages to this structure. In our old system, there were at least a couple of occasions when the two mentors worked with CSB and SJU students separately. These efforts apparently worked well, and with more intentionality, we could use them very effectively to focus on the transformational development of women and men. Peer mentors are going to be much more effective than faculty in these conversations.

Direct costs would include stipends and some additional time from a faculty or staff person as the director/coordinator. There probably would also be some additional cost to SALD and orientation if this program means more people are involved in those areas.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Shared Future, Sustainable Future

Expected Outcomes:

A peer mentoring program would help us retain and integrate students who don't feel sufficiently comfortable here to succeed. It should help us explain the value of the liberal arts, provide holistic and transformational development of women and men, and promote an understanding of what it means to live in a

Catholic, Benedictine community. It would also provide the mentors with salable skills, a rich learning experience, and an even greater connection to CSB/SJU. Additionally, this kind of peer mentor system pays dividends in terms of bonding, engagement, learning, and understanding of FYS goals. Finally, since this effort would require a close partnership between existing Student Development programs (particularly SALD), and portions of Academic Affairs, it would help us operate more knowledgeably and effectively across areas.

Long Term Impact:

Strategic Directions 2020
Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Make application for and achievement of national and international fellowships, internships, and volunteer positions a CSB/SJU trademark, building on the strength of the global components of the undergraduate curriculum.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Attract high achieving students to CSB/SJU

Offer post-graduate opportunities for our high achieving students

Long Term Impact:

Raise ranking and profile of CSB/SJU nationally and internationally

Confirm high quality of our education for donors

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Create an FYS experience that introduces student to liberal arts education. For example, develop a few, widely accessible FYS themes that share common readings in natural science, humanities, social science and the arts.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Students will

- have explicit experiences in addressing specific issues from multiple liberal arts perspectives
- be introduced to several elements of liberal learning even if in a major curriculum (science, nursing) that requires intensive coursework in major through the first year.
- develop greater understanding of their strengths and interests across disciplines in the liberal arts
- be able to articulate the value of liberal learning in academic and professional environments.

Long Term Impact:

- Greater ownership of the liberal arts curriculum by our students
- Improved retention as students understand the value of a CSB/SJU education in comparison with a large public university and if exposure to different ways of thinking helps them make better choices for majors.

Strategic Directions 2020
Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Co-locate student academic services (skills centers, honors program, competitive fellowships, tutoring)

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Develop a culture of maximizing strengths while addressing challenges by a prominent and easily accessed center on each campus.

Long Term Impact:

Visible resources for academic opportunities and support will benefit student recruitment.

Students will more readily seek support when needed and be more aware of academic opportunities.

Strategic Directions 2020
Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Implement a First-Year Experience that facilitates all students' transition to the CSB/SJU academic experience.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Improved academic strategies, problems solving and motivation in first-year students.

Long Term Impact:

Fewer students experiencing academic difficulty; more students pursuing opportunities.

Strategic Directions 2020
Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Include an “Introduction to College” component in all FYS sections, introducing students to the spectrum of benefits and responsibilities of being a college student and emphasizing the meaning, purpose, and scope of the liberal arts.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

First year college students will be better prepared to face the challenges and reap the rewards of college life and learning.

Long Term Impact:

Students will graduate with a greater sense of a college life well-lived and be better prepared to meet the challenges of post-college life.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Create a master plan/structure for faculty/staff to oversee opportunities for students, especially in the summer.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Faculty/staff will be supported, in compensation and time, to oversee students' experiential learning, including internship courses for credit during peak times, including summer.

Long Term Impact:

Students will have more opportunities to gain experiential learning integrated with academic knowledge through the support of faculty/staff.

Strategic Directions 2020
Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

First Year Experience course for all first semester students to help them properly adjust to college life, academically and residentially.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Shared Future, Sustainable Future

Expected Outcomes:

More focused, healthier students making better and more impactful decisions.

Long Term Impact:

Retention

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Move international student services into the Global Center

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Shared Future, Sustainable Future

Expected Outcomes:

A natural fit within the Global Center where all things international can live, grow, and improve.

Long Term Impact:

Retention of international students, collaboration with international partners and a more meaningful place for real international exchange between students (plus F-1 and J-1 expertise).

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

1. Benedictine values class/introduction (First Year Seminar)
2. History of CSB/SJU college and monastic communities
3. Catholic intellectual tradition (engaging what that means)
4. Communicating how our students are engaged with their faith, service, and campus ministry

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

- Introduction of the history of schools and monastic communities
- Greater understanding of Catholic intellectual tradition
- Introduction of and overview of Benedictine values

Long Term Impact:

- Understanding what it means to be Catholic
- Understanding Benedictine values for themselves
- How these things impact their everyday lives and spirituality

Potential Funding Sources and Estimated Cost for the activity or initiative: Academic affairs, Campus ministry, Part of core experience, not just self-selection

Strategic Directions 2020
Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

- Continuing education conferences for alumnae (physicians, nursing (ongoing) and education)

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Long Term Impact:

Strategic Directions 2020
Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Build a profitable coordinate Homecoming and Reunion experience

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Experiences that celebrate both institutions and their alums separately and in relationship

Long Term Impact:

Increased Alum Engagement and Participation, coming home more fully reflects student experience

Potential Funding Sources and Estimated Cost for the activity or initiative: Self-funded?

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Establish protocol, culture and behaviors to leverage joint fundraising opportunities (more shots on goal), focus groups to ask alums about their experience

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Clean process for joint cultivation, asks, and celebrations

Long Term Impact:

Financial health improves, public understanding of coordinate relationship improves

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

- Expand the current Bennie Mentoring Program to include students (one on one opportunity?)
- As demographics change, how do we support alumnae who don't know to plug in to the network?
- Increased mentoring and career services focused.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

- Bennies will mentor each other personally, professionally and spiritually
- Increased annual giving
- Currently have 150 Bennies in the mentoring program, engage the young alums in this

Long Term Impact:

- CSB community will extend beyond campus
- Bennies will feel supported enough to claim leadership roles throughout the world
- Alum engagement, especially during transitions

Potential Funding Sources and Estimated Cost for the activity or initiative: Staff coordination and team of volunteers, 3-4 events annually, Evaluation and Analysis

Increased funding and staffing for career services with a focus on alumnae (must have a mandate to support diverse populations)

Strategic Directions 2020
Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Athletics + Haehn Renovation

Health and wellness opportunities for students across campus

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Nutrition classes/seminar

Long Term Impact:

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

A way to integrate the monastic community during the time as students but more so after graduation, find a way to keep that Benedictine Connection and know, understand, and live out the Benedictine Values.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

- Expand student/monastic relationship
- Continue relations as alums

Long Term Impact:

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Better prepare students for life after graduation (loan payments, financial planning, benefits information, salary negotiation)

Integrate life skills within student life, workshops, transition life as a student into “adult” → how to get an apartment or job, program within student development? Alums come to help?

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Help provide a transition to make senior students transition into “the real world”, all students will have the opportunity to learn life skills

Long Term Impact:

Our students will truly feel prepared for life after graduation

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

- Establish a CSB Presence in Top 10 Alumnae Markets (local chapter of Alumnae Board)
- Include professor/student presentations

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

- Bennies are active with each other in their home communities and engage back to Saint Ben's

Long Term Impact:

- Recruitment of future students increases in those markets
- Annual Giving in those markets increases
- More satisfied alumnae

Potential Funding Sources and Estimated Cost for the activity or initiative:

- Chapter Staff
- Travel to each Chapter 1-2 x 1 year
- Virtual meeting, technology

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Shared Future, Sustainable Future

1. Marketing and Communications Effort – Elevate and Centralize
 - 3 brands, we have to work harder, so much opportunity for efficiency, could be so powerful
2. Invest in learning together with SJU: how to be in 3 headed relationship
 - Organization efficiency
 - Partnership
3. Coordinate purchasing in one centralized location. Campus wide.
4. Build stronger and more integrated Human Resource function
 - How to hire for efficiency, leverage new hire expertise across departments
 - Maybe align positions between CSB and SJU (solve the “who is my counterpart?”) Are there positions that can work (or both?)
Organization structures mirror each other.
5. Invest in cultural immersion experiences between CSB, SJU, and monastic communities (annual event focused on cultural exchanges).
Make this a requirement for being employed here.
6. Continue conversations with monastery – buildings, space, conversations, future. (Don’t build if building will be empty!)
7. Audit fully joint departments (how did they start working together? How did this happen? What can we learn?) We have to leverage the coordinate relationship. How do we do the work of figuring it out? How do we work together when our goals are different? How do we do well – both/and?
8. Consistent strategic planning and knowledge sharing across both campuses (Did both campuses plan the same way?)
9. Assess and evaluate office space (joint departments having space on both campuses) Can we create efficiencies in this work? Be good stewards of our own space. Evaluate space in Twin Cities – Share cost and space with admissions, SJU. Make it meeting space focused with flex work stations.
10. Host a worldwide sustainability conference – be the expert voice in the world – we are so close to being there already
 - Learn sustainability (efficiency, environmental, Benedictine Values, community, conflict resolution)
 - Share our campuses – Charge people to come and learn from us

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

- Expand Spiritual Development Activities (Current: Month of Gratitude, Dogsled Retreat, and Lenten Retreat)
- Add: Summer Kayaking/Canoeing Retreat, Advent Reflections
- Companions or a journey for alums

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

- Benedictine Values are applied and practiced through a lifetime

Long Term Impact:

- Benedictine Values are living models of decision making and behavior

Potential Funding Sources and Estimated Cost for the activity or initiative:

- See if funded event by event (dog sled model)
 - o Event coordinator

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

- Student Success Center
- Academic Support
- Combine and make help centers more well-known and accessible (ex. Writing center, math skills, disability services)
- Learning disability friendly

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

- Cohesive place for academic support that also can help transform the women into successful adults as they learn academic skills and develop life skills

Long Term Impact:

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Examine and evaluate our identity in order to achieve an articulated and actionable consensus on the nature of two institutions, both as separate colleges and in our coordinate relationship.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

A unified understanding of who we are, which will guide our separate and coordinate priorities and create a framework for internal and external messaging and representation of both institutions. Gained efficiency through consistency and a cohesive, singular voice.

Long Term Impact:

Global recognition as a brand and a business model that elevates not one but three entities, resulting in enhanced student and staff recruitment efforts, increased fundraising and an elevated academic experience.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Intercultural Directions Council urges SD2020 to include attention to issues of diversity, to ensure we create a welcoming campus for all students and employees. Initiatives may include:

- Incorporate preparedness for diversity and intercultural literacy and skill in hiring and training of staff and faculty; Development opportunities for students, faculty, staff in cultural competence
- Address entrance requirements to honors program and Trustees/Presidential scholarships to level the playing field for students from less privileged high school environments, address financial implications for access, experiential learning (OEA, internships, etc.) and pre-professional requirements:
 - Transportation
 - Fees for MCAT and other training courses, licensure exams, passport, etc.
- Incorporate a day of reflection on Intercultural/Community/Respect for all – MLK day, or in the fall, on the model of Celebrating Scholarship & Creativity Day
- Assessment as students enter and graduate, such as the IDI (current cost is \$12 per person) – perhaps randomly chosen representative groups?

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

- Greater enrollment, retention, persistence of a wider diversity of student and employees (faculty and staff specifically).

- More attentive faculty and staff, able to respond to issues as they arise, and to avoid some of the awkwardness and insensitivity reported by students in spring 2014
- True equality of opportunity for all of our students for the increasingly important experiential and pre-professional components of our CSB/SJU education (OEA, internship, professional licensure exams)

Long Term Impact:

- Better preparation for all students to enter a diverse workplace
- Better preparation for all students to help build respectful communities
- CSB/SJU a better model of lived Catholic Social Justice teachings

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

The university in coordination with the alumni office and institutional advancement would more fully engage and utilize our alumni to maximize internships, career mentoring and financial support.

Planning Objective (check all that apply):

- X Liberal Arts for Life
- X Holistic and Transformational Development of Women and Men
- X Powerful Catholic and Benedictine Experience
- X Share Future, Sustainable Future

Expected Outcomes:

While we have seen an increase in internships and career mentorship over the past several years, setting goals and an ambitious plan to substantially grow these experiences and expose more students in career work and experiential learning will benefit our students. Measure growth in number of internships and alumni satisfaction in involvement with programs. Also, have alumni serve as advocates to approach other alums and non-alums.

Also, utilizing relationships to connect alumni with students enhances our likelihood of growth in donors and dollars because of increased engagement to SJU.

Measurables: Count how many of our students are engaging with alumni and in what ways during their time at SJU. Inventory the alumni businesses in St. Cloud and Twin Cities and track participation. Utilize alumni office for connections. Create an advisory board of business owner/leaders alumni to advise on creating best practices for internships and experiential learning experiences.

Long Term Impact:

Stability, financial strength, effective volunteer leadership, engaged business leaders, student opportunities, strong and effective alumni network.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Strengthen and stabilize athletic funding for strength and stability.

Planning Objective (check all that apply):

- X Liberal Arts for Life
- X Holistic and Transformational Development of Women and Men
- X Powerful Catholic and Benedictine Experience
- X Share Future, Sustainable Future

Expected Outcomes:

Athletics is used a high priority tool for student recruitment. Work to stabilize resources for programs in the form of athletic endowments should be considered. Athletics is the front porch, inviting people onto campus and exposing them to our school. Consideration may be made to look at how dedicating a development role to athletic fundraising may be an effective strategy.

One strategy would be to look at permanently endowing specific positions within athletics (Examples: AD, Football Coach, Basketball Coach, Hockey Coach)

Measurables: Measure how improving coach to sport alumni can help improve donor and volunteer engagement, test the concept of focusing a development role on direct work with Athletics to see if and a better defined system of contact, priority sharing and cultivation creates better results, Vision about how endowing specific positions or sports or athletics can help with budget stability.

Long Term Impact:

Strength, stability and a coordinated and consistent approach to raising funds from top to bottom in athletics.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

More fully involve Catholic and Benedictine experience and thought into the life of the faculty and staff through volunteer “ambassadors.” The Benedictine Institute is charged with doing this to some extent, but it can be more widespread and thoughtfully carried out by others in their own areas (academic departments, administrative departments, etc.).

One way to do this is to involve more faculty and staff in the prayer life of the colleges. This would not be done in a proselytizing way, but rather through “ambassadors” in each department. Ambassadors are tasked with inviting their coworkers to campus prayer services (monastic daily hours, Mass, convocations, baccalaureate Masses, etc.). Ambassadors also invite coworkers to participate in small-group discussions and prayers in their own work areas (modeled on the Men’s Spirituality Groups for SJU students).

Those who have already participated in a Benedictine Heritage study tour are natural candidates to serve as ambassadors. The Benedictine Institute, Saint Benedict’s Monastery, Saint John’s Abbey, and CSB and SJU Campus Ministry teams will collaborate to provide training and tools for the ambassadors to comfortably use in their own departments.

Every activity the ambassadors invite their coworkers to is optional. However, a more concerted and organized effort will help employees (especially new faculty members from other regions and traditions), to fully understand, appreciate, and live our Christian and Benedictine heritage.

Measurables: Create a pilot groups and defined audience and measure personal growth and Catholic Benedictine engagement annually with participants based on personal feedback.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

This would educate our faculty and staff about the actual roots and meanings of our Benedictine heritage and our Christian faith. Too often, we view these as things for monks and nuns and not for us. Nor do we take responsibility for discussing faith and doubt openly with students. By involving faculty and

administration in the prayer life of the monasteries, we make that part of the life of the colleges. Potentially this allows the colleges to further develop their own prayer life at times and in ways that are more appropriate for the staff and faculty.

One traceable outcome is the number of lay people in attendance at daily monastic prayer. Currently this is not being tracked. When they are invited by someone they know (rather than by a poster or email or not at all, their attendance will increase). Another measurable outcome is the results of survey data from faculty and staff (to be conducted by Institutional Research) about their own faith development and opportunities for spirituality. A third measurable is the number of small groups that meet for spiritual discussion or prayer. Currently this is not being tracked.

Long Term Impact:

Spiritual support for our students. When faculty and staff are welcomed and invited to discuss their faith (any faith, not just Catholic), and it is done in the clear context that we are a Catholic and Benedictine college, it allows them to be supportive of each other and ultimately of our students. As colleges struggle even more to show their value, this is one area we will shine. And as the Church struggles to reach people in an age when God is less and less useful or needed to be “happy,” our long-term impact on the Church can be profound.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

SJU will adopt a strategic goal of maintaining 30% alumni donor participation by 2020. This will be accomplished through empowering a volunteer leadership team to oversee Class Gift volunteers. The university will continue to invest staff time in supporting Class Gift volunteers, and will increase investment in training, coaching and development.

Measurables:

- Annually the Student Fund Team will track donor participation as it relates to class volunteer structure and engagement.
- Volunteer training for class volunteers will be tracked and become a regular strategy in class giving participation strategies.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Saint John's University will have sustainable alumni donor participation rate of 30% (currently this rate is 24% and falling).

Long Term Impact:

The long term impact is a stronger donor base for future campaigns, building a pipeline of future leadership donor prospects.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Increase and stabilize enrollment at SJU to 1,800 students.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Currently we are seeing a decline in enrollment at Saint John's to where we are hoping to achieve at least an enrollment of 1,725. What if we were to decide that 1,800 students is our goal and focused on that goal. What would it take institutionally to reach that desired goal? What kind of investments in marketing, staffing, enrollment processes, scholarships and infrastructure would it take?

Measurables would need to be determined.

Long Term Impact:

A stabilization in our structure, financial predictability and academic investment.

Strategic Directions 2020
Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Reduce financial dependency on tuition by 10% by shifting to other revenue sources.

Planning Objective (check all that apply):

- X Liberal Arts for Life
- X Holistic and Transformational Development of Women and Men
- X Powerful Catholic and Benedictine Experience
- X Share Future, Sustainable Future

Expected Outcomes:

Like most regional private schools, we are heavily weighted on our dependence on tuition dollars (70%). What would our financial model and health look like if we reduced our dependency on tuition by 10%. Endowment growth is our best long-term opportunity to move us closer to the national private college model.

What would we look like and act like if tomorrow we had a \$400 million dollar endowment and what would it take for us to get there? Let's consider appointing a team of internal and external experts to vision a goal such as this.

Measurables: Based on determined goal, create and monitor progress on a desired trend line during the specified timeline. Assemble a committee of invested stakeholders to look explore what our financial and business model might look like if we were achieve this goal and report back to the board.

Long Term Impact:

The economic impact of shifting dependency from tuition to a more diversified source could be a game changer in our long-term health and stability.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Improve CSB-SJU non-academic relationships.

Planning Objective (check all that apply):

- X Liberal Arts for Life
- X Holistic and Transformational Development of Women and Men
- X Powerful Catholic and Benedictine Experience
- X Share Future, Sustainable Future

Expected Outcomes:

Academic relationships have become seamless; consider a like effort with the two administrations to follow suit.

Measurables: Develop an exploratory group that will help measure the current coordination/collaboration among non-academic functions at CSBSJU. Through purposeful activity and discussion begin to implement actions that would require and support better collaboration. Continue measurements to gauge improvements to both coordination/collaboration and transparency.

Long Term Impact:

As we look forward it is obvious that to become even more efficient we need to solidify our relationship between CSB and SJU in areas where potential conflict exists. Some may ask, "What, are you talking about", but everyone can site examples of discussions and work where they have seen conflict of concern. Moving beyond that and moving closer together will help strengthen both schools.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Thoroughly inform and validate students and their families from the start of their first year how they are supported by alumni and the endowment. IA does this to a small extent as of now, but it could be done much more in depth with the help from various entities on campus (academic departments, administrative departments, student groups etc.).

Sample ideas: Orientation, first year symposium etc. should include thank you note writing training. Students write notes to donors as practice. Learn a valuable and Benedictine skill. Financial Aid and Admissions should be direct and open about the origins of scholarship money students receive. This should be noted on every bill and tuition increase letter. This should also be clear to current parents in various communication pieces they receive.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

This would educate our future donors about their responsibility to help Saint John's stay financially healthy in the future. Also, involving faculty and administration in the process will also educate them on how much aid is provided to students and what it means to each student, hopefully motivating them to give back. Currently we are underperforming in faculty and staff donor rates. This will also inform current parents on the generosity of alumni, which should increase their giving rate. Measurables: Purposefully add to the admissions and financial aid process information about where financial support comes from and how it is achieved through philanthropy, endowment and alumni and friend involvement.

Long Term Impact:

Educating tomorrow's donors. They will be knowledgeable about Saint John's finances, as well as feel a sense of ownership when their time comes to give back. This should improve Saint John's endowment and financial aid resources for generations.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Reputation building and awareness. Saint John's has a strong brand but increasing awareness to the community and world about the success of our alumni, the positions they hold within their communities and how their Saint John's education helped in their professional growth is critical. Examples for other alumni, potential students and families and an inspiration for potential donors.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Ease of understanding who Saint John's is and who our alumni are out in the world. Stabilizing our brand image with defined style guides and consistency. How to coordinate a broad based plan that brings the development messages and the university messages closer together. Build upon the already great reputation in a purposeful and defined manner with goals and strategies.

Measurables: Create a more defined plan that address defined audience(s), message, method of message delivery, timeline of implementation, cost of program, and impact over time.

Long Term Impact:

Having strong and consistent messaging that is easy to implement and understand will always help an organizations strength, delivery of mission and positioning for financial support.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Create a “curriculum” to enrich the programs already in place to support CSB/SJU students from the point of deposit until they are fully integrated into life on campus, and to expand our outreach to families. The curriculum would include WELCOME (possible video welcome by presidents, faculty, students, letter from deans, monastic members); CONNECT (negotiating financial aid, visa, registration forms and processes); PREPARE (podcasts, readings, technology-aided activities on preparing for the empty nest, preparing for more independent daily lives, possible academic tips for hitting the ground running); SUCCEED (from orientation through fall semester, to facilitate each student’s full involvement in campus life, navigating the liberal arts, exploring majors, minors, OEA programs, ELCE programs, etc.).

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

A better feeling of welcome for admitted students in between the wonderful rapport with Admission reps and the wonderful rapport with FYS faculty and res life. Assistance for families with nuts and bolts, especially families with less familiarity with the college process. A better outreach with rich content to families and to students just prior to their arrival; if this is successful, we could continue to reach out to families with more interactive sessions throughout the student’s education. Reduced stress for first-year students, greater awareness and use of student support and academic services (writing center, math center, honors, ELCE, OEA, faculty advising, academic advising, ESL, library, disability services, counseling, etc.)

Long Term Impact:

Improved retention for rising sophomores, greater participation in a wider range of activities. Provide a model for future support initiatives targeting sophomores, juniors, and seniors. Provide a test case for judicious use of technology to build and retain connections, which can be used with alumni and alumnae for lifelong learning initiatives.

SD 2020
CSB/SJU Student Development
Plan Activity Guidelines and Worksheet

CSB – RED
 SJU – BLUE
 JOINT – GREEN
 🌟 = PRIORITY

March 26, 2015

Proposed Plan Activity	Planning Objective	Expected Outcomes	Long-term Impact
🌟 Development of FY Experience		Effectively and efficiently transition FY students over a period of time through various experiences	Prepare, lay foundation, connect with FY students, transition and prepare them for remaining years of college
Student Activities: Reignite/recreate the Leadership Development program Four Year Core Curriculum		<ul style="list-style-type: none"> • Consistent venue departments and student groups can utilize to develop leadership potential • Consistent language, experiences • Through student employment? • Separate program? • How to infuse among supervisors, advisors, mentors? 	Transformational experience for women
🌟 Student Activities: Development of a first-year, first semester, First Year Experience Program with the potential integration of Orientation Leaders as First Years Forward Mentors	Holistic and Transformational Development of Women and Men	<ul style="list-style-type: none"> • Improve the community experience and integration of new students to the CSB and SJU communities. • Create an extended Orientation program to promote better and acceptable social behavior, academic rigor, and community bonds. 	Help guide and change culture
Student Activities: Assessment/Survey of CSB and SJU Alums at 5 year, 10 years, and 15 years. Similar to the current survey administered post-graduation.	Holistic and Transformational Development of Women and Men	<ul style="list-style-type: none"> • To assess the impact of CSB and SJU Student Development programs, activities, and events. • To determine the holistic and transformational impact co-curricular and experiential learning activities have on longer-term development of the person. 	<ul style="list-style-type: none"> • To further increase support, funds, and integration of Student Development work with Academic Affairs. • To indicate overlap and create efficiency amongst resources, time, and leadership.
Develop a first class student club and student club leader program of high quality and highly organized student clubs.		<ul style="list-style-type: none"> • A high quality and unique liberal arts student club and student club leadership experience. The focus would be to sustain leadership development through club development 	Student clubs become a primary recruitment and retention strategy to help us diversify our pool of applicants and students on campus.
(Progressive) Mentorship Program Year 1 – Student to Student/Peer to Peer Mentorship Year 2 – Staff/Faculty/Alum to Student Mentorship		<ul style="list-style-type: none"> • Improve retention through models of mentorship that progressively meet current student needs each year. • To strengthen the staff/faculty/alum network. 	To further increase the vocational, job, and social success of students through mentorship.

Year 3 – Student-Leader/Staff/Faculty/Alum/Area of Study to Student Mentorship Year 4 – Alum to Student Mentorship			
Leader in Catholic thought, identity, and integration in academic and student affairs. Integrate Catholic social teaching more fully into student development beyond Campus Ministry. Integration of Catholic social teaching more fully into academic affairs, particularly our social business ventures.		•	
Pre-orientation experience		<ul style="list-style-type: none"> • i.e. college bound • transformational, skill building, relationship building, service experiences • Look at models of other institutions that do this for all incoming FY 	Development of student leaders
Revenue generating initiatives		<ul style="list-style-type: none"> • Expand on summer online courses (accounting) • Grants • Other ways • Identify industry that would support \$ • Sponsorship to benefit across campus • High ropes course! Use outdoor physical space to our advantage 	
Social Justice access to programs with fees, sometimes high fees		Club Sports example: how to better supplement these programs to reduce out of pocket \$ to students and increase access to students	
Expand spirituality groups		Students would have deep insight of who they are and understand who others are	Ability to understand others from different backgrounds
🌱 Living and Learning community for First Generation college students		First generation student retention will increase, students will feel connected with college	Retention for all students will increase
Campus climate and individual intercultural competency		Have a awareness of our identity, how we may change throughout students years here and how our culture has changed	Increase knowledge and understanding of working and learning with all – cultural shift that is more instilled to Benedict Values.
🌱 CHP: First Year Seminar (FYS) “Lab” – full semester or AB mod – in the model of an “extended orientation” program and/or as a “First Year Experience” (FYE) program. One option for staffing: select and train Orientation Leaders and other Student Development student employees to serve	<p>Liberal Arts for Life</p> <p>Holistic and Transformational Development of Women and Men</p>	<ul style="list-style-type: none"> • Enhanced orientation of First Year students – increased ability to deliver programming to wider cross-section of First Year students beyond the four-day move-in and orientation program(s). • Enhanced support of First Year students. • Increase in engagement of First Year students during the first semester. 	<ul style="list-style-type: none"> • Increased retention of First Year students – particularly national and international students (students from outside the five-state area). • Improved academic performance of First Year students in the first semester.

as FYS Lab teaching assistants; these TA's would be collaboratively trained and supervised by Academic Affairs (FYS) and Student Development (SALD and others).	Powerful Catholic and Benedictine Experience		
CHP: Continued development and expansion of the Bystander Training programs. Recruit and train more bystander intervention trainers. Increase number of training programs facilitated as well as content areas – <i>(need to add some pieces here from Lori Klapperich)</i> .	Holistic and Transformational Development of Women and Men	<ul style="list-style-type: none"> • Raise awareness of helping behaviors. • Increase motivation to engage in helping behaviors. • Develop skills and confidence when responding to problems or concerns. <p>Ensure the safety and well-being of community members (self and others).</p>	<ul style="list-style-type: none"> • Increase in community action and helping behaviors. • Increase in sense of safety and well-being of community members. • Increase in community engagement and academic success.
CSB Recreation: Expand (or relocate to larger space) the CSB athletic training facility and increase staff so that ATC services can be extended to the CSB club sport athletes.	Holistic and Transformational Development of Women and Men	<ul style="list-style-type: none"> • Club athletes will be able to receive critical injury treatment and prevention services. • Expanded space will provide sufficient treatment space during peak demand times in the facility. • Additional staff will allow for greater flexibility in coverage at home events, particularly when we have multiple events at multiple sites. 	Reduce Injuries, Increase treatment space and needed staff to provide services and care to student-athletes.
CSB Recreation: Expand current CSB fitness center & weight room to be able to better meet facility demands from both general student population as well as Blazer Athletes participating in the Strength & Conditioning workouts.	Holistic and Transformational Development of Women and Men	<ul style="list-style-type: none"> • Increase satisfaction among students to have access to more equipment to complete their workout, particularly during peak demand times and in particular, during the harsh MN winters. • Expansion will allow more functional space to conduct safe weight training space for our athletes in and out of season. • Strength & Conditioning coach would move to a full-time 10-month FTE within athletics 	<ul style="list-style-type: none"> • Increase recruitment and retention efforts with a state of the art facility. • Increase overall satisfaction of our students. • Demonstrate our commitment to students that we value their physical and mental well-being.
🔄 CSB Recreation: Move women's club lacrosse to an intercollegiate sport. **However, this cannot happen until the new fields across College Ave are complete as we have no space on the CSB campus for the team to practice and compete.	Holistic and Transformational Development of Women and Men	<ul style="list-style-type: none"> • Increase our recruitment and retention efforts by having lacrosse move to an MIAC sponsored sport. • Remain competitive in the market (our current club roster is declining as these women are now choosing to go to other schools that have an IC program vs. club). • Develop another nationally ranked Blazer team. 	<ul style="list-style-type: none"> • Recruitment and retention. • Diversify our IC sport offerings, may allow us to recruit in new markets. • Contribution to enrollment • Impact on CSB Blazer success, increased media and retention • Impact on meeting needs of student-athletes
🔄 CSB Athletics: Develop the soccer/lacrosse competition turf field and then the softball fields, phasing in all remaining areas by 2020.	Holistic and Transformational Development of Women and Men	<ul style="list-style-type: none"> • Enhanced recruiting/ retention/ success for our current teams • Potential to add/transition lacrosse as an intercollegiate sport (note add'l funding needed) 	<ul style="list-style-type: none"> • Ability to establish our SC/SB/LXC programs as a consistent top tier team in the MIAC and NCAA Region as top rated facilities will assist significantly in recruiting

		<ul style="list-style-type: none"> • Increased revenue in hosting clinics and summer camps along with St. Joe community rental • Enhanced recreation and club sport activity space for all CSB/SJU students 	<ul style="list-style-type: none"> • Ability to increase visibility of our college through state of the art facilities • Create a new excitement and message of growth for our institution, a factor that will serve all of our recruiting efforts across the campus as our women want active space (health!)
<p>SJU Recreation: Add men's club lacrosse as an intercollegiate sport...while keeping the club team.</p> <p>Also, add a marching band to perform at varsity football/soccer/basketball, etc.</p>	Holistic and Transformational Development of Women and Men	<ul style="list-style-type: none"> • Help recruitment and retention efforts by adding lacrosse as an MIAC sponsored sport, while keeping the club team as a feeder program or a JV. If we just converted lacrosse to varsity, and discontinued the club, we would not gain the potential; students we would if we had both varsity and club. • The band is something many coaches have discussed. No one else has a marching band in the MIAC. It would open up a whole new area of students to recruit. 	<ul style="list-style-type: none"> • Enhance Recruitment and retention. • Shows our leadership in adding two new areas that are on the cutting edge.
<p>SJU Athletics/Recreation: Complete SJU athletic facilities that are part of the SJU Athletic Facilities Master Plan which has been fully vetted and approved by all necessary parties. Specifically, complete the outdoor tennis courts, complete the plaza and baseball lights, and complete the Turf Field and Seasonal BubbleDome, complete the new and expanded and updated Fitness Center. Expand and relocate the SJU Athletic Training Facility. Expand and relocate a new wrestling room in the present Fitness Center. Add space for classrooms, meeting rooms, lockers and locker rooms, studio rooms for workout classes and team activities, as well as some additional office space (see SJU Master Athletic Facilities Plan).</p>	Holistic and Transformational Development of Women and Men	<ul style="list-style-type: none"> • Add valuable intercollegiate and recreation space for students. The athletic facility enhancements have been almost entirely for varsity sports (40% of our students are involved in intercollegiate programs). With almost 90% of our student body involved in organized recreation programs we simply need more recreation space, especially indoors from November-April. This will help with student recruitment, retention and student satisfaction. • Have current, up to date work-out facilities which will help student recruitment, retention, and overall satisfaction. More room would allow recreation students to utilize the fitness center during peak demand times without being overwhelmed and squeezed out by varsity student athletes and team activities. • The new and updated sports medicine area would benefit not only varsity student athletes but also Intramural, Recreation, and Club athletes as they would receive critical evaluation, care and preventative services. • A new and larger wrestling practice space would allow us to recruit and <u>sustain</u> larger rosters. Wrestling is a niche sport for us which some of our 	<p>Help the entire University financially by providing a boost in recruitment and retention. Every time we have made a big recreation facility upgrade we have seen a great surge in enrollment. Also to care for the students we already have here by providing safe places for them to train, workout and just play.</p>

		<p>competitors do not have. The expanded space will also give us more room for recreation activities, such as dodgeball leagues, yoga and pilates.</p> <ul style="list-style-type: none"> • Add additional staff to schedule and supervise the new facilities. 	
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SJU RLH: Review and update the SJU RA Programming Model to align with the pillars of SD2020	<p>Liberal Arts for Life</p> <p>Holistic and Transformational Development of Men</p> <p>Powerful Catholic and Benedictine Experience</p> <p>Share Future, Sustainable Future</p>	<p>Residents will have opportunities to explore and evaluate their roles as men, to consider the interconnectedness of our global culture, to learn about our Benedictine heritage, and to make ethical decisions in light of Catholic social teaching.</p>	<p>Our graduates will have grown in ways that are consistent with the highest priorities of CSB SJU.</p>
SJU RLH: Create one-year opportunities for Men’s Spirituality Groups (MSG) to exist in connection with residence hall floors and communities	<p>Holistic and Transformational Development of Men</p> <p>Powerful Catholic and Benedictine Experience</p>	<ul style="list-style-type: none"> • Students who don’t join an MSG as freshmen will have opportunities to join them later in their college careers • Residents will have an opportunity to explore their spirituality in connection with their residential communities • Men will have increased opportunities to develop meaningful, lasting connections with other men 	<p>Residents will develop stronger, lasting ties to the community while conducting a meaningful process of introspection.</p>
SJU RLH: Develop and strengthen the Benedictine Living Community	<p>Holistic and Transformational Development of Men</p> <p>Powerful Catholic and Benedictine Experience</p>	<ul style="list-style-type: none"> • Residents will learn about monastic life • Residents will more deeply understand community living • Groups of men will develop lasting and meaningful connections with St. John’s and the monastic community 	<p>We will develop graduates who are grounded in Benedictine living and can incorporate a unique set of values into their adult lives.</p>
SJU RLH: Increase volunteer opportunities paired with opportunities for reflection on the completed service	<p>Liberal Arts for Life</p> <p>Holistic and Transformational Development of Men</p> <p>Powerful Catholic and Benedictine Experience</p>	<ul style="list-style-type: none"> • Increase opportunities for meaningful involvement in the campus and local communities • Enhanced understanding of Catholic social teaching 	<p>Foster an awareness and commitment to social justice.</p>

SJU RLH: Address issues of deferred maintenance in the residence halls	Share Future, Sustainable Future	<ul style="list-style-type: none"> • Residence Halls can better be used as selling points for prospective students • Residents will take better care of the facilities • Satisfaction with on-campus living will increase 	Facilities will need fewer major repairs and renovations.
SJU RLH: Ensure that co-curricular programs and events are free or very low-cost to students	<p>Liberal Arts for Life</p> <p>Holistic and Transformational Development of Men</p> <p>Powerful Catholic and Benedictine Experience</p> <p>Share Future, Sustainable Future</p>	<ul style="list-style-type: none"> • All residents will have access to participate in educational opportunities • Reduction of financial distinctions between students 	Students will value equal access to resources
CHP: Development of SJU Health Services unit as an integrated, collaborative part of the SJU Division of Student Development	Holistic and Transformational Development of Men	<ul style="list-style-type: none"> • Reduce barriers to seeking help/care for SJU Students, particularly for national and international SJU Students • Increase in engagement of SJU students in health care (health and mental health care). • Increase in help-seeking behavior of SJU students. • Decrease in the frequency and duration of illness. • Improve collaborative health and mental health care provided to SJU students. 	<ul style="list-style-type: none"> • Increase retention • Increase in academic success • Longer, healthier lives for SJU alumni
SJU Campus Ministry: Arrange the class schedule so that the entire university community is offered the opportunity to celebrate the Eucharist on the two holy days that occur during the academic year, All Saints on 1 November and Immaculate Conception on 8 December. In addition also schedule to offer the entire community the opportunity to celebrate Ash Wednesday. <i>This could be done in a way similar to the way classes are scheduled to accommodate the opening convocation.</i>	<p>Holistic and Transformational Development of Women and Men</p> <p>Powerful Catholic and Benedictine Experience</p> <p>Share Future, Sustainable Future</p>	Students and others would see by the allocation of the resource of time that the university respects and encourages students to observe the Church's expectation that Catholics celebrate mass on holy days of obligation and honor the celebration of Lent by all.	Students and others may continue to practice the ritual obligations of members of the Church
SJU Campus Ministry: move to a location which has the following qualities: <ul style="list-style-type: none"> • All Campus Ministry staff would be housed in contiguous spaces, • a lounge area for student that is separate from the open work area, 	<p>Holistic and Transformational Development of Women and Men</p> <p>Powerful Catholic and Benedictine Experience</p>	<ul style="list-style-type: none"> • Greater visibility for Campus Ministry • Greater use of the facility by students and enhanced ministerial contact with students • Greater efficiency for the staff • Enhanced opportunities for individual prayer in a chapel which is readily available at all times 	A greater grounding in the practice of the faith as students move on in life after college

<ul style="list-style-type: none"> • is centrally located and easily accessible • has a chapel with the Blessed Sacrament reserved which is open 24/7. • a dedicated conference room. 	<p>Share Future, Sustainable Future</p>		
<p>SJU Campus Ministry: Enhance the work and visibility of the Benedictine Institute to foster Benedictine Values. <i>This could be done by formalizing a collaborative effort among the Benedictine Institute, Campus Ministry and other entities to sponsor a series of significant speakers on Benedictine Topics. Restarting the Heritage tours would help especially new hires to understand where Saint John's comes from.</i></p>	<p>Powerful Catholic and Benedictine Experience</p> <p>Share Future, Sustainable Future</p>	<ul style="list-style-type: none"> • By involving multiple departments and entities in Benedictine Institute activities it would make clear that Benedictine values infuse all aspects of institutional life. • New hires would have an understanding of what the Benedictine Values are • Members of the community would a sense that Saint John's is part of a large historical development. 	<ul style="list-style-type: none"> • The Benedictine values would form and inform the interrelationships among members of the community and the larger culture.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Develop fundraising strategies to insure that at least 20% of total institutional financial aid is supported by endowed or gifted resources (equivalent to approximately \$8 million per year in FY 2016)

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Reduce the unfunded discount rate, improve our ability to enroll lower-income and first-generation students.

Long Term Impact:

Improved budget and enrollment performance

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Limit net E&G expense growth to inflation + 1% (CPI-U inflation). Restricting net expense growth (a strategy that would presume an active reallocation strategy) would not constraint either changes in the tuition price nor any other revenue growth.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Slower, more highly managed budget growth.

Long Term Impact:

Improved budget performance

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Create a dedicated fund for scholarships to support international education. The focus of this would be to aid students with financial need who currently can't take advantage of the great study abroad opportunities at CSB|SJU due to the cost.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

By making study abroad possible for a larger group of students, we'll help eliminate the disconnect there currently is between students who have the means to study abroad and those who don't.

Long Term Impact:

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

A campaign to educate the broader community on the value of the liberal arts. One important piece of this would be education of CSB|SJU employees to they can be in a position to better articulate this to the outside community when asked. In addition it may include a larger-scale marketing campaign to the general public. An additional opportunity may be some targeted marketing specifically regarding the value of the liberal arts to smaller high schools in the regional area. We have tons of great information thanks to Jon McGee's work on outcomes of our students. We should do all we can to leverage that.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Given the current climate (i.e. focus on skills-based training, etc) we need to proactively sell our value to ensure the broader public understands what we're all about. If we can get all of our employees and more of the general public on board with this, it will surely have a recruiting impact.

Long Term Impact:

If we can successfully do this, it will help attract the number of students we need in order to sustain our operations.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

1. Maintain a responsible, low-risk, energy future.
2. Commission a large renewable energy project. (solar, specifically).
3. Develop a sustainability focused, credit-bearing, short-term study abroad program in the Dominican Republic
4. Focus on further developing and expanding our use of cutting-edge digital technologies on campus. Educational materials are evolving from printed material to digital and student expectations will continually be changing as to how they learn. For our campus bookstores to remain vital in the delivery of course materials to students, we will need to engage in the digital transformation. It will be important for faculty, bookstores, IT, the libraries and others to work cohesively with our digital providers to ensure that we are delivering/providing cost effective ways for students/faculty to gain access to educational materials.

Planning Objective (check all that apply):

- Liberal Arts for Life (#3 above addresses this)
- Holistic and Transformational Development of Women and Men (3)
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future (1, 2, 4)

Expected Outcomes:

Reduce CO2 footprint, provide educational and research opportunities. Provide a venue for students to gain practical, real-world experience with sustainable global development, less energy, less waste, more efficiency. Providing cost effective solutions in the delivery of educational materials to students is an institutional responsibility. A cohesive working relationship between departments will help ensure that we are providing faculty/students with the best possible outcomes.

Long Term Impact:

Hedge against volatility in fossil fuel market, reducing risk. Save money. Become more energy independent, save money, provides a hands-on research case study for faculty, staff, and students. Cutting-edge college-community partnership, research opportunities, valuable global experience for students, cultural immersion. Cost-savings, students are attracted to technology. Teaching and learning will change with the digital transformation that will continue to expand and evolve. Our goal should be to better prepare our students for life by providing them with the best available learning tools, great faculty and engaged learning models.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

1. An institutional commitment for faculty and staff to participate in organized community service projects.
2. Require all students to participate in an ELCE project and/or an ABE trip as a graduation requirement.
3. Add an assessment/counseling component to Academic Advising to insure students are achieving their full potential.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

These activities are designed to empower women by exposing them to service within the community and providing them with an assessment to guide their achievements at CSB and in the future.

Long Term Impact:

These activities will establish/strengthen a commitment to service and community at CSB.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

1. Develop 4 year program for students that would be part of residential life program.
2. Develop student employment program at the Monastery.
3. Develop staff program so that they become mentors (like the Benedictine Friends program but will help cover the gap in sisters).
4. Develop a common time in the schedule for reflection, learning and discussion on Benedictine values.
5. Have a community service day for faculty, staff and students focused on St. Joe.
6. Have a Thursday forum kind of program but on Catholic and Benedictine values (staff expressed that they did not really feel welcome to attend the existing Thursday forums).

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

It will allow all faculty, staff and students to have planned time to learn and incorporate Catholic, Benedictine values into their lives.

Long Term Impact:

These activities will establish/strengthen a commitment to service and community at CSB.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Revisit the possibility of reducing tuition remission percentage that is covered. Assuming that current hires would be grandparented in and this change would apply only to new hires. Appears that we are one of the only schools that still offers 100%.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Budgetary savings

Long Term Impact:

Budgetary savings

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Financial literacy. Incorporate a financial literacy aspect to the FYS class or have a separate class for this. It could be done as a mod class, too. Students do not understand debits and credits, billing, loans, how to write checks, etc. This would be something that would help to prepare them for their college years as well as their future life.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

After taking this class, students would have a better understanding of financial issues that they will be dealing with throughout their college career and beyond.

Long Term Impact:

Could help with retention issues. I do not think that students understand the future implications of having their balances paid so they do not go to collections or keeping up with the interest payments on their loans so they can still receive future loans.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Engage students (particularly sustainability students and environmental studies majors) on a higher level to better education students and get more buy-in of sustainability priorities of Physical Plant. Also educate students on the importance of proper facility care and consequences of improper treatment of buildings. This may include promotion of recycling programs, fact flyers, and educational sessions utilizing RAs, Frs, or other students interested in expanding their leadership activities.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Students who are more committed to sustainability efforts and better education on how their behavior impacts the campus community as a whole. This would also provide leadership opportunities for students.

Long Term Impact:

Students who are more conscientious about their behavior and potential reduced operational costs.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Increased repair and replacement/operations budgets for Physical Plant – a permanent increase of \$100,000.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Better maintained buildings and grounds which are clean, comfortable, and safe

Long Term Impact:

Having a well maintained campus would make it easier to attract prospective students. Also, better maintained facilities typically result in better care by users/residents and require fewer reactive repairs, so costs may be reduced over time.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Increase custodial services staffing budget by \$100,000. Based on current industry standards for assigned square footage per employee, SJU currently rates as “marginal” with a general impression of “moderate dinginess”. Increasing the staffing budget by \$100,000 would allow for hire of 3 additional FTEs and move square footage assignments more toward industry standards.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Cleaner and more comfortable facilities. Having additional staff members would also allow for more time mentoring and guiding student workers.

Long Term Impact:

Increased ability to draw new students and a more positive experience for students, staff, faculty, and visitors (both from a learning and campus life perspective).

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Establish a day designated to “Care for Saint John’s” where students, faculty, and staff would be encouraged to assist with sustainability and cleanup efforts such as picking up trash on the campus or other organized activities intended to improve campus.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Foster teamwork, community building, service, Benedictine values, and sustainability. By potentially teaming up a staff leader and student groups, there would also be an opportunity for mentorship. And, finally, this effort would assist the grounds crews with spring clean up efforts.

Long Term Impact:

Better cared for campus, students who are more conscientious about their behavior.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Implement a program to help retain student workers for a 4 year commitment for work in Custodial Services, Paint and Grounds (potentially a salary differential for each year of sequential work or a year-end bonus for returning students).

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Having returning students working in these positions would allow for more opportunities for mentorship, guidance, and a positive work experience.

Long Term Impact:

Students who are better prepared for joining the workforce following graduation. There also would be a reduction in cost for training and recruitment in the hiring department.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Engage Environmental Studies, Biology, and/or Chemistry majors for research associated with the wastewater treatment plan or power house.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

This would provide an opportunity for undergraduate research and outside classroom learning, with focus on sustainability and environmental stewardship. Working with Physical Plant would also provide opportunities for mentorship and career development.

Long Term Impact:

Students who leave campus with research experience, thereby resulting in more career opportunities. There also is the potential for improvement in Physical Plant operations, depending on the topic and outcome of the research.

Strategic Directions 2020
Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Upgrades to classroom facilities based on recommendations of Academic Master Plan

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Facilities will better support current learning strategies, provide flexibility for future technology, and be more attractive to both current and potential students and faculty.

Long Term Impact:

Positive learning experience and increased enrollment potential.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Educational materials are evolving from printed material to digital, and student expectations will continually be changing as to how they learn. For our campus bookstores to remain vital in the delivery of course materials to students, we will need to engage in the digital transformation. It will be important for faculty, bookstores, IT, the libraries and others to work cohesively with our digital providers to ensure that we are delivering/providing cost effective ways for students and faculty to gain access to educational materials.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Providing cost effective solutions in the delivery of educational materials to students is an institutional responsibility. A cohesive working relationship between departments will help ensure that we are providing faculty and students with the best possible outcomes.

Long Term Impact:

Teaching and learning will change with the digital transformation that will continue to expand and evolve. Our goal should be to better prepare our students by providing them with the best available learning tools, great faculty, and engaged learning models.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

- An institutional commitment for faculty and staff to participate in organized community service projects.
- Require all students to participate in an ELCE project or an ABE trip as a graduation requirement.
- Add an assessment/counseling component to Academic Advising to insure students achieve their full potential.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

These activities are designed to empower women by exposing them to service within the community and providing them with an assessment to guide their achievements at CSB and in the future.

Long Term Impact:

These activities will establish and strengthen a commitment to service and the community at CSB.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Invest in training for faculty and staff in the area of technology to ensure the skill set expected by today and tomorrow's student body.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Positive impact on retention and student satisfaction.

Long Term Impact:

Stabilized or strengthened market and enrollment position.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Provide a variety of classrooms tailored for 21st century teaching and learning modes including collaborative learning, flipped-classroom learning, and traditional lecture / discussion.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Learning occurs in many ways and classrooms that best foster varied learning modes should increase students' integration of course content.

Long Term Impact:

Improved student learning.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Maintain the first year enrollment of 525 for women and 460 for men

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Increased confidence in budget planning because of greater consistency. Academic services and student development services better aligned to serve a steady population of students

Long Term Impact:

Same

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Hire and train faculty and staff to prepare our community for a new kind of student (or could say the changing composition of the student body)

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

A more diverse faculty and staff. Enhanced training for faculty and staff. Increased staff members for the office of Intercultural and International Student Services. Increased staff members in the Academic Advising Office

Long Term Impact:

Improved retention: retention for all students between 88%-90%

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Increase demand and build the applicant pool

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Additional development of existing national and international markets and development of new national and international markets

Long Term Impact:

Strategic Directions 2020
Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Develop discounting strategy that is sustainable and enable CSB/SJU to meet enrollment and revenue goals.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Tuition revenue levels sufficiently to meet on-going budget targets and strategic priorities

Long Term Impact:

Decreases reliance on one-time budget adjustments and drawing on reserves to balance budgets

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Increase endowed and annually-funded scholarships so they comprise 20% of annual financial aid expenditures

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

More tuition revenue available for operating budget

Long Term Impact:

Greater portion of financial and expenditures “funded” rather than unfunded

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

All students participate in an education abroad program—semester, summer or short term program

Related: Fund travel for all students wishing to participate in education abroad opportunities

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Students will be more prepared for an increasingly competitive market/economy and our graduates gain a deeper understanding of different cultures

Long Term Impact:

CSB/SJU are known for its Global commitment and impact on students. We have unique and distinct among liberal arts colleges nationwide

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Add Integrative Health Science major

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Serve current students in pre-professional areas and attract additional students in a growing health area by offering an official major

Long Term Impact:

Greater distinction as a strong pre-professional/health science liberal arts institutions allowing us to attract additional students

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Renovate/expand athletic fields and facilities at CSB

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Improved space to serve varsity, club and recreational athletic team and individuals, increased competitive edge when competing for student athletes and additional resources (and visibility) for attracting outside groups (i.e. sports campus and tournaments)

Long Term Impact:

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Create a robust Benedictine Volunteer Corps experience for women

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Provide an opportunity for additional year of service for female graduates that could also help them discern their career path and goals

Long Term Impact:

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Complete the Saint John's Learning Commons and Library project

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

State of the art space on the SJU campus for studying/gathering and additional space for classrooms and learning

Long Term Impact:

More efficient and better use of space and a central hub of academics on the campus.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Update classroom space with better computer technology and new furniture

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Better computer technology including Smart Boards and other new technologies students use. New furniture – primarily desks – to better serve the new ways students are learning

Long Term Impact:

More integration of new technologies in classroom settings to meet the changing needs of student population.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Use consistent branding across all areas of the institutions to enhance public image through word mark branding on print materials, on clothing sold at the bookstore and uniforms worn by athletic teams.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Strong and recognizable branding of these institutions with our public constituents.

Long Term Impact:

Creating a positive relationship to the brand enhances recruitment and fundraising efforts

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Have 250 new first year students participate in Collegebound pre-orientation experience

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Additional students served during the summer transition. Improved connections among new students prior to arrival on campus

Long Term Impact:

Decreased summer melt and improved retention

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Enhanced support for student success and student learning

We must invest in meeting students where they are in terms of their learning, recognizing that our study body has changed and will continue to change. This includes increased support for academic skills to be effective readers, writers, speakers, critical thinkers, and advocates. This could be integrated through the new Learning Commons at SJU in areas such as reading comprehension, a writing lab, and enhanced pedagogies for multicultural learning, increased staffing for learning disabilities/differences, etc. Faculty also need support in developing the skills to meet our students where they are, and a Faculty Learning Center could also be part of the Learning Commons.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

The most important outcome is increased retention and increased student success. We can't afford to recruit first generation students or students from new neighborhoods only to have a few return after being unsuccessful here to discourage others from going. We can't afford to NOT have these students succeed.

Long Term Impact:

Better learning outcomes for students, a faculty better prepared to meet our changing student body, increased retention, and an increased reputation for really caring about individual students and their success.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Comprehensive Support for Faculty Development, Compensation, Recruitment, and Retention

1. Significant support for faculty and student-faculty research.
2. Support for teacher and researcher development and mentorship.
3. Continued commitment to faculty compensation commensurate with resources currently available and envisioned to be available.
4. Continued commitment to faculty sabbaticals to promote advances in research and pedagogy.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

1. Maintained high levels of faculty and student faculty research output will provide students with an engaged faculty and give students the opportunity to engage in transformative research experiences.
2. Adequate mentorship of faculty will ensure that faculty members are prepared to instill deep values of learning, will mentor students, and will understand and support the broader missions of the institution.
3. As academic education is the central component, success in growing, developing, nurturing, and retaining faculty will ensure that students receive the best possible in-class and out-of-class academic experience.

Long Term Impact:

1. The college will be able to maintain and possibly increase its stature among liberal arts colleges over the longer-term and will therefore (1) be able to increase its attractiveness to academically strong students, (2) become an attractive place for donors to place resources where they know it will be spent in such a way as to enhance student learning.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Invest in an innovative curriculum that creates opportunities for cross-disciplinary teaching and learning, supported by programs and features unique to the campuses.

We need a curriculum that is cohesive, progressive, and distinctive. It will include increased interdisciplinary courses, increased team teaching, enhanced inter-divisional dialogue and cooperation, and a new First Year Experience. This may include:

- institutional supports for team-teaching of courses with cross-listed disciplinary status;
- linking different Common Curriculum requirements together, or with major requirements, so that students make explicit use of discipline-specific skills and ways of thinking gained through Common Curriculum in other areas of study;
- institutional supports for cross-disciplinary campus programming, so that there might be, for example, more collaboration between Fine Arts programming and science-related programming or programming through the McCarthy Center, or between study abroad related programming and Gender Studies programming, etc.
- the creation of learning communities that encourage integration of coursework across departments. This could be accomplished through linked courses that explore a common topic and/or common readings from the perspective of different disciplines;
- institutional supports for programs that foster high-impact educational practices outside of the classroom. For example, the Forum Debate program could be brought back with the purpose of organizing events on topics that linked FYS, ethics, or other common experiences;
- utilizing more explicitly the incredible resource that we have at SJU with 2700 acres of land, finding a way to bring that into the curriculum for all students;
- institutional supports for making connections between pre-professional programs and the Liberal Arts, such as between Nutrition and the study of food history and politics, cultural dimensions of cuisine, etc.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

National attention for an innovative and dynamic new curriculum.

Enhanced recruitment of students who might be attracted to the curricular programming.

Enhanced retention of students, especially through a first-year experience that prepares them for college life and as a result of close interaction with faculty in the first and second years of college through high-impact educational practices that are typically reserved for junior and senior students.

Greater student appreciation and understanding of the value and purposes of a liberal arts education.

Long Term Impact:

Better liberal arts learning for all of our graduates.

Students will acquire a range of skills and perspectives that will better prepare them for the demands of work, life, and citizenship.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Revise the Common Curriculum to make it more purposeful, integrative, sequential, and coherent, and then provide the structural support necessary for successful implementation and ongoing refinement and assessment of the general education program at CSB/SJU.

This may be done through the following steps:

- Send a campus team to the American Association of Colleges & Universities (AAC&U) summer institute on General Education and Assessment, with the purpose of drafting a framing document to provide direction and strategy for implementing changes to the general education requirements at CSB/SJU.
- Provide ongoing support for faculty committees tasked with this multi-year effort, including the possibility of release time and resources for workshops, speakers, and events linked to various stages of the reform effort. Resources will be required for the initial design and start-up of a revised Common Curriculum.
- Provide ongoing support for structures to support interdisciplinary work, faculty development, and administrative leadership for general education and its assessment. Support and reward the teaching of general education courses. The Common Curriculum will need a center or “home base” for direction and clarity.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Faculty and other campus stakeholders will have an opportunity to participate in conversations about the vision and aspirations of a unique and ambitious Common Curriculum

A more purposeful, integrative, and coherent program of general education would replace the current Common Curriculum, which consists largely of a set of distributional requirements and are perceived by students as obligations to be “checked off.”

A revised general education curriculum may help resolve the problem of external credits, since fewer of these courses would substitute for Common Curriculum courses, given they would be unlike anything taught in high school.

Long Term Impact:

Prepares students for 21st century obligations of work, citizenship and life. The complexities of a global culture require graduates that are intentional, life-long learners who can adapt to changing work and life circumstances.

All divisions and programs—from Admissions to Advising to Student Development-- would be better equipped to explain the purpose and function of the Common Curriculum.

The learning outcomes of a revised Common Curriculum could be better assessed.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Make significant steps toward improving the efficiency of operations by consolidating more departments/divisions between CSB and SJU

Academic Affairs, the largest division in terms of dollars and one of the most central to our entire enterprise, has been successfully integrated under one VP for more than 20 years. There have been tremendous cost savings involved in not duplicating positions such as Department Chairs for each campus, Deans for each campus, etc. Admissions similarly takes advantage of tremendous cost savings by working through one office and targeting both future Johnnies and Bennies in their recruiting efforts. It's time to apply these same efficiencies and savings more broadly.

We must invest in external consultants who can come to campus and provide objective advice about the benefits and challenges of consolidation. We can't rely on simply asking separate offices their opinions about the savings that could or could not be achieved through consolidation.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Significant cost savings through increased efficiency and increased cooperation.

Long Term Impact:

Stronger institutions that are better prepared to face the challenging financial environment we find ourselves facing.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Improvement in the Study Abroad experience and in the ability of students to participate.

We must address what Mary Hinton has described as a potential bifurcation in our student body, with some students able to participate in study abroad while others are financially unable to do so. We also need to strengthen faculty involvement in semester long programs, strengthen and maintain the quality of short term programs (while reducing the number of them), and restructure the way that OEA is funded moving from a pre-set amount per year to money that is proportional to the number of students participating in study abroad.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

CSB/SJU will maintain our reputation for high quality and high student participation in study abroad, particularly in semester long programs. We will also avoid creating a campus divided between those who can afford to participate and those who cannot.

Long Term Impact:

An enhanced reputation for producing students with global experience who are well prepared to meet the needs of 21st century employers.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

A Comprehensive Review of Business and Policy Education at CSB|SJU

1. Consider a major revision of the organization and governance of business education. See <http://www.wlu.edu/departments>. (Williams School of Commerce, Economics, and Politics)
2. In the spirit of recognizing the connections between business and policy, look at ways to leverage funds across programs.
Planning Objective (check all that apply):

- Liberal Arts for Life Holistic and Transformational Development of Women and Men
 Powerful Catholic and Benedictine Experience Shared Future, Sustainable Future

Expected Outcomes:

1. A much strengthened and rigorous business program that clearly links to concerns about policy and society in a way that is consistent with Catholic and Benedictine values.
2. A way to create synergies and enjoy economies from among the several programs in these areas so as to provide an integrated experience that is managed in the most efficient way possible. Given the resources of the McCarthy Center, the Clemens Chair, the Myers Chair, and the McNeely Center and Entrepreneur Scholars program, a centralized leadership of these systems could lead to more careful sharing of resources and could foster better resource use and collaborative planning across programs.
3. By attempting to eliminate the divide between policy and business, CSB|SJU would be able to signal a commitment to an integrated and interdisciplinary approach to studying problems in the world.

Long Term Impact:

1. Stronger and less siloed business and policy programs would lead to a more attractive and stronger education experience for students and thus lead to **(1) better recruitment, (2) better retention (especially among business students), and (3) more satisfied graduates.**
2. With about 13% of all students majoring in what is now called global business leadership and 27% of all majors in the fields of global business leadership, accounting, economics, political science, and sociology, there is an opportunity to provide a unique and attractive “school within a school” experience that **could attract funders to further endow current centers and increase endowments to cover faculty salaries and thus alleviate some of the dependence on tuition.**

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Increase the opportunity for team-taught classes (across the curriculum and disciplines) by 10% or at the rate of one per department.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

1. ***Improves/enhances learning opportunities for students by allowing all CSB/SJU students the opportunity to have an integrated and integrative learning experience***
2. ***Builds on teaching strengths, innovation and reputation of the colleges***
3. ***Capitalizes on existing talent pool***
4. ***Diversifies teaching pool in a more economically sustainable way.***

Long Term Impact:

1. ***Increases the opportunity for faculty to contribute outside their own discipline***
2. ***Creates connections between different types of learning, knowledge, and modes of analysis.***
3. ***Allows students to see how their major can be applied beyond one discipline***

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Academic coaching and specialized academic support that addresses unique needs of changing demographics of our student body.

Academic coaching can address these demographics and learning needs:

- 1) A male student population that includes a wider arrange of academic abilities and college preparedness
- 2) Students of color and minority ethnic groups
- 3) 1st Generation students
- 4) Low income students
- 5) Any student challenged by college transition generally or specifically the culture of CSBSJU
- 6) Students with learning disabilities including; Dyslexia, Add/Adhd, Autism spectrum or any other learning disabilities outline by <http://ldaamerica.org/types-of-learning-disabilities/>
- 7) Millennial generation & beyond learning challenges
- 8) Gifted students
- 9) Students needing and desiring guidance on academic goal setting

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

More precisely identified individual student needs in order to create a customized success plan that involves student interaction and accountability for academic success.

Addressing needs:

- 1) College transition
- 2) Time management
- 3) Persistence, resiliency and focus
- 4) Study skills
- 5) Goal setting
- 6) “Soft skills” for workforce preparation

Long Term Impact:

Retention and better learning outcomes for a changing and increasingly diverse student demographic.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Start cohort based scholarship and support programs for men in majors where they are critically under represented – nursing and elementary education.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

- * Increase the number of men in these areas. Our men who do get past the barriers to graduate with majors in these areas are quite successful.
- * Support our stated goals of being a leader in gender related education issues, but coming at this often neglected problem.

Long Term Impact:

- * Help to stabilize the number of men going to college. Male role models are key for keeping elementary schools boys interested in education, and very few men going into elementary education.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Startup funds for natural science and arts faculty for areas where resources are needed to begin research and creative work. These funds are particularly needed to outfit new laboratory spaces and art studios.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

- * Better recruitment and retention of faculty in key areas, as the next wave of retirements hit.
- * More experiential learning opportunities for students, which lead to better mentoring, and more students who are competitive for graduate programs.

Long Term Impact:

- * CSB/SJU would continue to have competitive departments in the areas needing these fund.
- * More alums with relatively high paying jobs, who give back to CSB/SJU.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

CSB/SJU should strengthen advising support for competitive fellowships like Fulbright/Truman/Goldwater/Rhodes/Marshall Scholarships.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

An increase in the number of finalists in these competitions.

The competitions, themselves, help prepare top students for post-graduate life whether they win or not.

Long Term Impact:

An increase in the number of finalists and winners would lead to greater national recognition for CSB/SJU.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

I urge CSB/SJU to invest heavily in Disabilities Services. We need more staff and more space and will likely need to support new assistive technologies in the future. We are also in dire need of faculty training and development. Students with accommodations are not consistently getting the understanding, cooperation, and support from they need from faculty members and staff on campus.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

All types of learners and physically challenged students will have a supportive environment filled with mentors who are knowledgeable about learning and physical differences, and who have the skills to make every classroom/assignment a fair and effective learning environment/activity for all. More reasonable work load for Disabilities Services staff. Sufficient work space for Disabilities Services office.

Long Term Impact:

Improved learning for all students (varied pedagogical choices and skillful use of accommodations tends to improve all student learning), which means better assessment results.

Enhanced reputation for CSB/SJU: bright students achieving their potential go on to be successful, they're more likely to recommend CSB/SJU to their friends and family, and they're more likely to show their gratitude through donations.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Create opportunities for cross-disciplinary teaching and learning. This can be accomplished in a number of different ways, including:

- institutional supports for team-teaching of courses with cross-listed disciplinary status;
- linking different Common Curriculum requirements together, or with major requirements, so that students make explicit use of discipline-specific skills and ways of thinking gained through Common Curriculum in other areas of study;
- institutional supports for cross-disciplinary campus programming, so that there might be, for example, more collaboration between Fine Arts programming and science-related programming or programming through the McCarthy Center, or between study abroad related programming and Gender Studies programming, etc.
- institutional supports for making connections between pre-professional programs and the Liberal Arts, such as between Nutrition and the study of food history and politics, cultural dimensions of cuisine, etc.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Students' understanding of the Common Curriculum requirements will be less bureaucratic and more centered on the skills and ways of thinking that the CC builds into their education.

Students in pre-professional programs will be better integrated to the Liberal Arts experience.

Long Term Impact:

Integration of the Common Curriculum to the education of all students.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Systematic training for faculty on how to teach for intercultural competence (which, does not seem to be reflected well in the current objectives, but is **critical** for our students' success in their careers, and more important in their engagement with their communities and effective relations that should be part of those communities). This training would preferably be for all areas/offices/departments, rather than just faculty teaching the IC designated courses, but could start with faculty. Following a dissemination model like the Teagle Assessment training would likely work as well.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

A better learning and living environment for our growing multicultural population, as well as our traditionally "white" Minnesota students (as research shows they fare better with such educational experiences as well).

Long Term Impact:

More engaged and ethical citizens of our world, who create a more welcoming environment in our campus community and affect change in their larger communities.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

More support provided for our growing population of students needing disability services—support in terms of staff in that office to serve the students one-on-one, but also would allow staff to train faculty more thoroughly on how to best adapt our teaching practices.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Better serve the growing number of students eligible for disability services.

Long Term Impact:

Improve our overall pedagogy to meet a variety of learning styles, which will in turn take pressure off of students struggling who often end up accessing counseling services after they struggle for too long without assistance.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Revise common curriculum to be more intentional, clearly communicated to students in terms of path of learning (not just boxes to be checked) and truly fill the liberal arts philosophy.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Current common curriculum is too watered down, leaving too much space for students to flounder and/or graduate early. We are losing a lot of money if the number of my advisees who choose to graduate early, rather than take additional classes to aid their learning and skills, is any indication (at least 2-3 a year since the new curriculum began).

Long Term Impact:

More well-rounded liberally educated students, as well as revenue generator.

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

A student-run, organic garden on each campus that would sell produce to the food services on both campuses. St. Olaf students established such a garden in 2004, and the campus food service, Bon Appétit, purchases a considerable amount of produce from STOGROW (the name of the initiative) each year. This program sponsors a harvest festival in the fall.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Most of our students come from an urban or suburban background with little exposure to the art of growing food, an essential component for sustaining life. Through their involvement in a student-run garden, students will:

- 1) Learn about the complex nature of food production, including what constitutes healthy soil and its importance in producing plants full of minerals and other important nutrients that are often lacking in plants grown in soil treated with synthetic fertilizers, weed killers, etc. This knowledge will be critical in providing a sustainable future for the inhabitants of this planet,
- 2) Learn how to manage a project, including preparing a budget to cover the cost of seeds, organic fertilizers, and garden tools, as well as managing a crew of volunteers to provide the necessary labor to bring a crop from planting to harvest,
- 3) Understand the role of individuals in providing for the welfare of the community, which is central to the Benedictine experience,
- 4) Understand that gender does not play a role in the production of food. People of all race ethnicities, genders, sexualities, socioeconomic levels, and nationalities participate in food production across the globe.

Long Term Impact:

Develop an awareness across the student body of the central role of a healthy ecosystem to nutritious food and to a sustainable future.

Empower students to take an active role in creating an environment that will sustain them and those who will follow.

Aid the food services on both campuses in providing organic food for CSB/SJU students.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Additional and purposeful programming/education to develop student awareness of and receptivity to non-dominant culture groups (gender, sexual orientation, race, etc).

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

A more supportive, open-minded, and respectful student body. Enhanced mental wellness of non-dominate culture groups. Fewer abusive Yik Yak comments, Link songs, etc. Higher retention rates of non-dominate culture groups.

Long Term Impact: A more sensitive, culturally aware and educated student body. Student advocates against discrimination.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Additional staff and resources for student counseling services (our changing student demographics necessitate more counseling resources)

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Students will be able to obtain psychological support in a timely manner (rather than facing a two week waiting period while in serious psychological distress).

Long Term Impact: Being able to achieve psychological assistance when needed will allow students to function more effectively in school, and will ideally eliminate the necessity of withdrawing from the university or of taking incompletes. In general, it will nurture a healthier student body.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Enhanced academic skills support: Composition Center to provide critical reading/reading comprehension, note taking assistance and study skills. I envision this as being something that could be added to the current "writing center."

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Students will become more proficient in reading comprehension, the art of argument, exam taking, paper writing, and public presentations.

Long Term Impact: Alums will be able to more effectively present and construct/deconstruct arguments and will in general, be more liberally educated citizens.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Faculty development to address needs of the changing student population. Specifically, evaluate the relative benefits and costs of the ever-increasing academic demands that are being placed on students outside of class (e.g., preparation). Explore the link between academic environment (e.g., various pedagogical strategies) and student stress, health, well-being, and retention. This could also include evaluating student preparedness upon entering CSB/SJU.

Planning Objective (check all that apply):

- Liberal Arts for Life X
- Holistic and Transformational Development of Women and Men X
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

- Improved pedagogy across the institutions to emphasize significant learning experiences (e.g., Fink, 2013)

Long Term Impact:

- Maintain a meaningful learning environment that addresses multiple learning goals (e.g., application, integration, learning how to learn)

- Improve the health and well-being of students during their time at CSB/SJU

- address one problem contributing to rising costs/needs for mental and physical health care for students

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

As winners of the Senator Paul Simon Award, CSB and SJU must build on its reputation as globally focused institutions and strong study abroad programs. We must ensure that we have the tenure lines to provide support for study abroad programs in Asia and Latin America, including both historical and contemporary study of these regions.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Stronger preparation of students for programs in China, Japan, India, and Latin America. Clearer global focus of the social science curriculum as a whole.

Long Term Impact:

A stronger curriculum will ensure that students have the intercultural understanding to be good global citizens and prepare them for life in an increasingly globalized world.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

CSB and SJU should graduate on the same day. It would be difficult to graduate the students in one large auditorium because of the logistics involved. It would be much easier to hold graduation on one campus in the morning and on the other campus in the afternoon. CSB might graduate all students at 10am, for example, while SJU would graduate all its undergraduates at 3pm. Or CSB might graduate all students in the afternoon and SJU would hold its ceremony in the morning. In both cases CSB and SJU graduates would be able to attend the other graduate ceremony or at the very least be available to cheer their fellows as they leave the ceremony.

(Graduate students should not have to suffer through an undergraduate ceremony and should have their own intimate, meaningful ceremony with appropriate speakers in the evening or on the Sunday.)

Lunch could then be hosted by academic departments on both campuses depending up the department's location. Political science, for example, would hold a luncheon in Simons Hall, while History would hold its reception at Richarda and Economics would use a floor of the Main Building. Larger departments such as Global Business would be able to use the Refectory or other dining facility.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

This would give students a chance to share the day with each other as they have shared all four years.

It would allow students to introduce their loved ones to the faculty that they have made strong connections with throughout their undergraduate education.

CSB students wouldn't have to leave campus a day before the SJU peers.

Long Term Impact:

Solves immediate logistical problems and helps us move toward a single graduation ceremony.

Gives students the opportunity to connect with both institutions as brand new alumna/i.

Brings the focus back to the academic life of the institutions at a critical point (graduation) and illustrate to new grads and families that the faculty and academic life is the "coordinate" part of the coordinate relationship.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Integrative/Collaborative Teaching. Professors could work together to team teach classes across the curriculum to strengthen liberal arts learning and philosophy even more.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

As noted above – strengthens the liberal arts learning for students and reinforces the liberal arts philosophy that makes us stand out.

Long Term Impact:

Meets integrated/innovative/distinctive curriculum goal outlined for Strategic Directions 2020.

Can improve recruitment, research distinctiveness by students and professors

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Bring back the FYS mentors program. Sophomore, junior, and senior mentors are paired with first-year classes and serve as mentors by attending some of the classes, modeling conversational skills, feedback skills, serving as leaders in the classroom. This could be part of a leadership program and can build in many of the qualities of holistic and transformational development outlined for Strategic Directions 2020.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Develop mentorship, leadership, and service among older students, while modelling these qualities in first-year students

Long Term Impact:

Retention – students have an older model to help guide them early on for how to meet the requirements of these schools

Those students who serve as mentors in the classroom also are more likely to stay, because they have been given positions of responsibility to represent the schools and are more likely to feel positively as they serve as role models.

Development of leadership skills and mentoring of students who are struggling also can make the mentors more open-minded to difference.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Retain faculty ratio so that class sizes can remain smaller.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Class sizes have been creeping up. That FYS is now up to 18 students is untenable. As a course that demands significant feedback on students' writing, research, public speaking, and discussion skills, this is going to result in less actual assistance, feedback, and guidance to the students. 16 was already a significant and challenging load. The students do not come in with quality writing, argument-development, or research skills, in particular. Most lack the ability to take effective notes, study effectively, or grasp how to read a complex reading (and sometimes simple readings) for main ideas. FYS provides them with much of this foundation, but is very challenged to do so with 16 students, much less 18.

The same can be said of our major-based classes. Smaller class sizes actually more closely resemble the number admissions uses to entice students to come here. Once they are here and realize class sizes in many of the popular majors are closer to 25-30 students than 12 students, what impact can this have on retention? What impact can this have on effective learning? From experience, it is a challenge to achieve useful outcomes as the classes become larger. Further, it moves us further away from our Strategic Directions plans to have innovative and distinctive curriculum, new pedagogies, and high impact educational practices.

Long Term Impact:

Keeping class sizes smaller can improve educational practices, provide more likelihood of distinctive curriculum, offer more opportunities for experiential and applied learning (all listed as priority directives in Strategic Directions 2020). Experiential learning and applied learning also requires significantly more time to develop and foster, on the part of faculty and students, and requires smaller class sizes to be effective.

Improved retention and educational outcomes, improved student ability to work effectively after graduation.

More likelihood of developing undergraduate research, which is not possible in classes that are too large.

Strategic Directions 2020

Proposed Plan Activity (briefly describe the details):

Additional, purposeful training/programming for faculty along the lines of what was done with assessment training for faculty with the grant funding Ken and Phil received. Train select faculty in multiple areas of need and intended focus per strategic directions 2020:

Pedagogy for today's learners, re: changing demographics, actual class sizes, skillsets needed to succeed at the higher education level, learning differences, technology.

Have those faculty then lead workshops in their departments or divisions or just on-campus workshops to guide other teachers.

It may even work to have some development groups of faculty working together to lead the way in best practices here, testing them out, and sharing them with faculty.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Improving high-impact educational practices. Better meeting the needs of our changing demographics. Better meeting the expectations of a population that is used to technology in the classroom. Faculty development improves

Long Term Impact:

More impactful learning for all students. More effective teaching. Better likelihood of recruiting top faculty and students

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Public debate program that would involve two public debates, one per semester. Students would participate in a year-long class during which they would select the topic for the debate, invite outside speakers, promote the debate and prepare to participate in the debate. The goal would be that the debate in the Fall would be a pre-policy question, focusing on prioritizing values, and then the Spring debate would be a policy resolution related to the same broad topic.

The goal would be that this topic would align with broader initiatives promoted by the universities.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Students would engage in thoughtful discussion about one goal related to broader interests of the universities. The topic could also be tied to different FYS and Ethics courses. The larger community would also get a broader range of perspectives on the issue and would consider policy alternatives that otherwise might not have been considered.

Long Term Impact:

The goal would be to model the kind of thoughtful discussion and respectful debate that we would hope our students could take into their future jobs and communities, rather than letting mainstream media be the only form of debate that people are exposed to. Mainstream media debate has a chilling effect by discouraging people from topics on which they might disagree with their friends and colleagues because they fear hostility and broader impacts on relationships.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Integrate career discussions more intentionally into advising. (I have recently looked at some documents the philosophy department at Gustavus uses to counsel its majors on careers, starting from the time they declare, and I think they're terrific.)

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Done well, this could have the dual impact of emphasizing the intrinsic value of a liberal arts education while still helping students figure out their own interests and giving them some handle on how to find direction for the next phases of their lives.

Long Term Impact:

Help students find their first jobs, and possibly lifetime vocations. They will then be able to spread the word about how useful liberal education is for life.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Create a new, interdisciplinary first year seminar program that is fully team-taught. (Meaning that two faculty members from different disciplines participate in design and delivery of every aspect of their individual course.) Maintain a small course size (no more than 20).

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Students will analyze and investigate a common theme , question, or problem from two (or more) disciplinary perspectives in a small seminar setting with two instructors.

Long Term Impact: To encourage the development of complex thinking; to recognize that different disciplines can approach the same questions using different methods and perspectives that can offer a richer understanding than the lens of a single discipline. To model how different fields can work together to create knowledge and solve problems.

This would also help develop a truly liberal arts faculty that practices what it preaches.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Increase students' awareness of the meaning and long-term intrinsic (as well as practical) value of liberal arts education. Integrate such discussions in orientation, in courses, in advising, and anywhere it can be fit in. The idea is to make our status and identity as a liberal arts institution one of our explicitly touted values.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Students will be encouraged to explore more areas and will understand the spirit of their requirements more clearly.

Long Term Impact:

Help to fight the vocational direction of public policy regarding higher education; turn our identity into an asset in attracting students.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Create more courses in science for non-science majors. (I am fully aware that this may not be possible for several reasons, but if we're brainstorming, it would be great to consider it.)

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Develop scientific literacy for citizenship without getting bogged down in the details of content that would be required for majors who need a specific working knowledge of a field. Increase the sense of why all liberal arts areas are important for all majors to experience.

Long Term Impact:

Make students less afraid of science; develop the liberal arts ethos on campus; create better-informed (and better-informable) citizens.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Design an innovative and distinctive core program that will help distinguish our schools from peers in the vicinity. I loved a suggestion by Rodger Narloch in our August workshop that we have a program of interdisciplinary minors centering on broad topics like “Happiness,” “Sustainability,” etc. Something like this might be attractive to students, and can be touted as part of a liberal arts education that prepares students for an interdisciplinary world of knowledge and skills. (This particular idea may not work, but this is the kind of thing I have in mind. Something that academically-minded students (at least) will think is cool.)

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Make our schools distinctive while furthering the goal of raising the profile of liberal arts education in the modern world.

Long Term Impact:

Same.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

The creation of an office of Vice President for mission for CSB/SJU. I know of no other Catholic college or university that does not have some kind of office for mission. Our institutions have a number of events related to mission that occur each year, but these tend to be attended by the “usual suspects.” In addition, there is no comprehensive planning as to whether and how our institutions will remain faithful to their missions, particularly to the Catholic character of our institutions. This office would have that responsibility.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Current efforts to attend to mission would be better coordinated, and most importantly, new efforts undertaken without which our character as Catholic institutions will continue to slowly atrophy. Currently those academic officers with responsibility for the Catholic character of our institutions are simply too busy to attend to this essential task.

Long Term Impact:

CSB and SJU have a hope of retaining their character as Catholic institutions of higher learning. Without the sort of attention that a mission office can pay to this issue, our institutions, and particularly our faculty, will continue their slow move toward a more secular identity.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

A one-day “Hiring for Mission” workshop would be held every August and attended by two persons from every academic department planning to hire that year: the chair of the department and the chair of the search committee. Building on a model for this at the University of Dayton, appropriate workshop leaders would assist attendees in considering the Catholic and Benedictine character of our institutions and how these are important for the daily life of each academic department. The tone is hortatory but an expectation is there that not every applicant competent in the discipline will be appropriate from the point of view of mission.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Departments may at first feel threatened by such efforts, but with able leadership, such a workshop can develop in the hiring process a greater sensitivity to the importance of the Catholic and Benedictine character of our colleges. Most departments now understand that a liberal arts orientation is critical for each faculty hire, not simply competence in the discipline. This effort would aim to raise Catholic and Benedictine character to that same level of importance.

Long Term Impact:

Such a workshop will, particularly over many years, help academic departments to understand the importance of the Catholic and Benedictine character and will slowly over time build a faculty capable of sustaining that character.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Faculty Development: three academic departments per year will participate in a two-year faculty development effort within the department designed for greater understanding of what the Catholic intellectual tradition has to contribute to each particular discipline.

SD 2020 makes a very serious mistake when it associates the Catholic tradition with only “community” and “experiences.” These are appropriate but leaving out the “intellectual” portion of the Catholic intellectual tradition contradicts our self-understanding as institutions of higher learning. I sincerely hope this will be rectified in future versions of the plan.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes: Faculty and then their students learn how the Catholic intellectual tradition strengthens the insights of the discipline involved.

Most faculty have little or no idea how the Catholic intellectual tradition can contribute to their discipline’s perspective on the world. It was not part of their graduate training and they’ve learned little about this since coming to CSB/SJU. In many disciplines, the treatment of the issues taken up by this discipline could be improved by including Catholic intellectual resources as one of the perspectives addressed in many courses. Often, this will also help students to envision how the various disciplines can be integrated in an intellectually integrated person.

Long Term Impact:

Working department by department, our institutions could over the next 10-15 years become places where students learn the insights available in the Catholic intellectual tradition in nearly all the departments where they study, including major, minor, and elective courses. Without an effort such as this, the mission(s) of our two institutions will fail.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Make FYS classes smaller and allow students to choose between a catalog of course options so they come into the classes fully invested in their subject matter.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Students and faculty would benefit from more personal interactions with this important advising relationship and would find themselves collaborating more easily on studying a topic of mutual interest.

Long Term Impact:

Students would have at least one experience of a very small college class on a topic they are enthused about, which would make us stand out more as a liberal arts college, and by virtue of more attention and more collaboration they would gain more understanding of college-level reading, writing, etc. to carry forward into their other classes. Grinnell College's "tutorials" provide a good example of this approach.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Fund faculty release time specifically for the development of common curriculum courses and for planning or coordinating interdisciplinary courses or majors

Planning Objective (check all that apply):

Liberal Arts for Life

Holistic and Transformational Development of Women and Men

Powerful Catholic and Benedictine Experience

Share Future, Sustainable Future

Expected Outcomes:

Faculty will be able to greatly enhance their understanding and teaching of such crucial courses as Intercultural, Ethics, Experiential, Gender, and study abroad courses, and those coordinating multiple interdisciplinary courses would be able to enhance their teaching and facilitate the teaching of those in their area.

Long Term Impact:

Increased ability to offer more and more meaningful interdisciplinary courses and majors that make the impact we hope for upon all of our students.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Change the common curriculum (and provide faculty training and funding) to strengthen the intercultural requirement.

Planning Objective (check all that apply):

Liberal Arts for Life

Holistic and Transformational Development of Women and Men

Powerful Catholic and Benedictine Experience

Share Future, Sustainable Future

Expected Outcomes:

An intercultural requirement that focuses more on the meaning/impact of culture(s) and on historical and current interpretations of culture and race, and cannot be satisfied simply by reading about a past culture or going to a culture that may or may not be different from the culture(s) of students in the course. While such a requirement may still happen on a study abroad trip and must involve past cultures, the emphasis would be on American history's relationship to current issues in cultural and racial collaborations and collisions. Faculty training would be provided by internal and external experts in related fields (and release time given) to ensure that faculty teaching such courses feel prepared to do so.

Long Term Impact:

More awareness and understanding on the part of all of our students regarding the roots and continued impacts of cultural and racial collaborations and collisions, which would also enhance their understanding of gender relations and their own roles as responsible, ethical citizens.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Create and implement a master landscaping plan for both campuses that reduces or eliminates lawns of highly water and herbicide dependent grasses and replaces them with indigenous grasses/landscaping.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

We would save money in the long run (after an initial outlay) by eliminating the need for watering and spraying and reducing the less-tangible, but real, health impacts caused by pesticides.

Long Term Impact:

Our campuses will demonstrate their Benedictine emphasis on stewardship in a radical way and become revolutionary in the field of “green campuses,” and thus attract students for that reason who could become involved in the development, maintenance, and promotion of such a landscape.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Reduce class size to a maximum of 20 students

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Reduced class sizes will allow for more effective teaching and additional pedagogical options. Our changing student demographics require more one-on-one student mentoring outside of the classroom, as well as more active learning opportunities.

Long Term Impact: Enhanced student retention and improved student performance.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Physical Activity Experience requirement for students that focuses on physical activity literacy (promoting PA and healthy living- even beyond college).

Similar to FAE requirement, students must participate in a specific number of physical activities. These PAEs can be earned from a variety of options (e.g.- attending aerobics classes, using the PREVA chips on equipment at CSB Fitness Center, Outdoor University activities, intermural participation, some ESSS classes).

Ideally, students would move through PAEs developmentally. In other words, introduce PA and learn about PA literacy during first year, participate in various forms of PA 2nd and 3rd year, focus on PA skills for life in 4th year.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Graduates who are equipped with knowledge of how PA can contribute to a healthy lifestyle. Colleges that recognize the importance of physical as well as intellectual and spiritual wellbeing.

Long Term Impact:

Promote a physically healthy learning environment.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Having identified and defined the four major themes that will shape Strategic Directions 2020, we now move to the ideas – action priorities – and objectives that will bring them to life and give them direction. We ask that each operating division identify strategies and objectives that could be considered for inclusion in Strategic Directions 2020. Please provide your ideas in the format below.

Keep in mind the following guidelines:

- The themes are intended to be integrated and integrative. Consequently, ideas can meet the broad objectives of more than one theme at a time.
- Please feel free to identify ideas for consideration in any theme. You are not limited to ideas or recommendations in your own operating division.
- The ideas need not be complete in terms of details, but they must be complete enough to clearly suggest the action or activities required to bring it to fruition.
- For each idea, please define the intended outcomes or objectives (e.g. all students will complete at least two for-credit experiential learning activities, implement a new Common Curriculum, etc.). In addition, please link the outcome to a long term impact (a statement beyond “how many” – what benefits would this activity yield?)

Proposed Plan Activity (briefly describe the details):

Require students to take a quantitative analysis course

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Able to use quantitative skills to solve real-life problems

Long Term Impact:

Makes our students more well-rounded and competitive in the market place

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Revise the common curriculum to reflect purposeful, goal-driven, developmental pedagogy.

Planning Objective (check all that apply):

- Liberal Arts for Life X
- Holistic and Transformational Development of Women and Men X
- Powerful Catholic and Benedictine Experience X
- Share Future, Sustainable Future X

Expected Outcomes:

- Institutionalized common curriculum
- Students understand the goals of the common curriculum

- a more coherent common curriculum

Long Term Impact:

- A stronger liberal arts identity for CSB/SJU

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Fund and hire a permanent book artist in residence who can help coalesce all of the interest in book arts found at HMML, Literary Arts Institute, the Library, Art Dept, and English Dept and other depts such as Biology (which has been involved in hand papermaking with prairie grass materials) into one center.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Such a position would provide assistance with incorporating book arts and the history and future of the book into any course wishing it (much like library staff do currently for library use), facilitate the creation of the interdisciplinary book arts projects that various departments and individuals have sought but been unable to carry through with our current lack of staffing, and allow students to intern with a professional book artist who could create and/or facilitate broadsides and books related to current visiting writer and promotional needs (currently faculty, students and former students do the best they can to satisfy such needs as 3000+ individually printed broadsides for accepted students, hand-printed broadsides of poems by major visiting writers, and greeting cards for various offices on campus including the CSB President's).

Long Term Impact:

Existing projects like the St. John's Bible could be better incorporated into our student experience on both campuses, and more similarly ambitious projects that celebrate and promote both campuses unique and Benedictine interest in the book could be completed in such a way that students could gain experiential learning from it. The greater community could be invited to participate in such activities and classes. Most significantly, an emphasis on combining traditional book arts techniques (hand papermaking, printing, and binding) with digital methods/computer arts/graphic design/video and communication arts, and Digital Humanities could emerge (as imagined by those who worked on creating a center for the "future of the book" here), allowing us to continue the Benedictine tradition of preserving the past and embracing/enhancing the present.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Fund and hire a gallery curator, and increased budget, for the 4+ galleries on both campuses. Such a curator could work within the existing Fine Arts Programming structure to greatly enhance the gallery's programming—ensuring it provokes questions that are interdisciplinary and Benedictine—and teach experiential museum studies courses.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

The students who already work for the galleries, plus those who would take experiential learning course in museum studies (currently not an option), would work with a professional gallery curator and be exposed to that field as a professional possibility (this would benefit students in Humanities and Education areas as well as art students). While the current staff/structure does the best it can with limited resources, such a position would also ensure an ambitious level of gallery programming that would bridge academic disciplines, ask moral and ethical questions related to Benedictine values, and draw more students and community members to our galleries.

Long Term Impact:

Imagine gallery programming as outstanding for central Minnesota as the rest of fine arts programming is (a visual arts calendar on par with the way our performing arts calendar already houses the Minnesota Orchestra and draws incredible musical/dance/theater acts from around the country). Grinnell College's Faulconer Gallery provides an inspirational example as a major art gallery in central Iowa, and the CSBSJU Art Dept could provide extensive further rational/logistical information.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Support for Faculty Scholarship/Creative Work: Continued Support for Sabbaticals

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Engaged Faculty

Promotes CSB/SJU within national and international audiences

Models process for students

Long Term Impact:

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Competitive Faculty Salaries

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Brings and retains high quality faculty members to CSB/SJU

Long Term Impact:

Continuity, high quality teaching.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Integrate Saint John's Maple Syrup more with curriculum and campus.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Participate in an on-going Benedictine tradition that began in 1942; experientially learn techniques to make maple syrup; learn about biology of maple syrup and sap flow; experience the Benedictine community as the group works toward a common goal of producing maple syrup. Increased volunteering from CSB | SJU students.

Long Term Impact:

Understanding the maple syrup process and the origins of our food supply; developing a deep connection to the natural world and campus community including a deeper appreciation for our Benedictine heritage and commitment to sustainability.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Gender Exclusive Courses either at the FYS, major or signature Common Curriculum level.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Much research is available regarding academic success in a gender exclusive setting including course pedagogy approaches, discussion participation, etc. Just as we have done within the STEM discipline, as a college for women and a college for men, we have really limited the courses design focused on the specific needs – and in come disciplines such as Global Business Leadership – the still existing realities of differences in business career possibilities and route selection beyond either early career.

Long Term Impact:

Allows us to leverage explicitly our single institution identities in the academic design, which we already do so well in Student Development. Limited costs would need to be incurred to develop the courses.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Having a stable Gender Studies department comprised of tenure lines as well as interdisciplinary participation across divisions. This would be distinct from our present model of having a department with practically no tenure lines and the Chair having to scramble around for faculty who could be released to teach Gender Studies courses. The present model is both unsustainable and does not serve our students well in this critical area.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Students with an interest in Gender Studies will be able to get a more balanced and wholesome experience for their majors and minors as well as supplement other majors with Gender Studies courses.

Long Term Impact:

A more wholesome gender training to students as well as a concrete gender awareness to those students who do not wish to major but would like to take classes.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Requiring students to attend a large percentage of intercultural activities on campus, as a part of their common curriculum requirements, following with writing and discussion supervised by a faculty member and then systematically evaluating intercultural sensitization of students related to interconnections of race, class and nationality.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Having a strong(er) Intercultural component weaved into the Common Curriculum as well as majors. Create a more harmonious and cohesive campus environment.

Long Term Impact:

Develop and train men and women to face work and life challenges in an increasingly polarized yet diverse country as well as the world.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Semester study abroad program to Scandinavia, ideally with one month each in Denmark, Norway & Sweden.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Study abroad programs in Scandinavia will give students, staff and faculty on-the-ground experience in societies where CSB/SJU's stated signature values and programs emphasizing international awareness and engagement, sustainable social and economic development, environmental consciousness, gender equity, equitable and accountable public policies, and respect for individual integrity are embedded in and expressed in policies and practices that are the norm rather than the exception, in contrast to most of our current study abroad sites and, indeed, to here in the US.

Long Term Impact:

Inspire students, staff and faculty to develop and promote more effective practices in these areas, both personally and professionally, here on the CSB/SJU campuses, in their other communities, and in their careers. Direct experience of how our values can be seen implemented in actual policies and practices will have a life-long impact on participants and thus on all those with whom they live, work and play.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

- Diversity improvement (recruitment and retention – both students and faculty)
- Increased academic support systems (like CHEM 121) for students
- Improvements of academic space (more classrooms that facilitate and encourage group problem solving)

Planning Objective (check all that apply):

- Liberal Arts for Life
- X** Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Increased efforts to achieve more diversity in both students and faculty will help in retention of students from different ethnic backgrounds (create a critical mass).

Increasing the academic supports available to students will also help with retention.

Creating more academic classrooms that facilitate group problem solving (i.e. round tables instead of desks) will help those faculty in the sciences that want to deliver a more modern pedagogy.

Long Term Impact:

Increased retention rates of students.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Develop a retreat program that introduces interested students to the Liturgy of the Hours.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Students who are interested in retreats will be introduced to an ancient prayer form and a different way of encountering God.

Long Term Impact:

Fostering an engagement with and appreciation for one aspect of the Benedictine tradition.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Work with the Monastery and Abbey to provide a list of Benedictines (both women and men) who are willing to come to classes and discuss various Benedictine values, practices, etc. with students as they intersect with various disciplines.

Faculty could then devote one or two class periods to having a Benedictine come to class.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Faculty can foster support of the Benedictine charism and mission of the College and University. Students will be introduced to Benedictines and recognize who founded the College and University.

Long Term Impact:

Fostering an engagement with and appreciation for one aspect of the Benedictine tradition. Support of the mission and keeping alive the founding charism of our places.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Common Curriculum – have a common FYS theme or at least one or two common books. As it is right now, students learn common skills, but do not have a common set of intellectual ideas to discuss with each other.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Students will have a more “common” FYS experience.

Long Term Impact:

Students across the campuses will be discussing a common theme for a period of time.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Have a team taught course by three faculty members addressing an issue from various disciplines.

Each faculty member teaches the same unit three times over the semester once per mod. Students would rotate the units. There are some logistics to figure out, but this could be a way to teach team in a different manner.

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Students will have experience and learn to approach a common question using the methods and approaches of different disciplines.

Long Term Impact:

Students will develop skills for addressing complex and emerging questions/issues from a variety of perspectives.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Educational opportunities for clinical/community partners

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Our institutions will offer continuing education opportunities to the staff in our clinical/community agencies to enhance the ability of our community partners to provide quality experiential learning opportunities for our students.

Long Term Impact:

Community agencies with increased knowledge and skill will have the ability to create higher quality learning environments for our students. This will lead to increased student learning and greater student satisfaction in these experiential learning sites.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Purchase/development of a simulated computerized health care charting system

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Students will have increased opportunities to use a simulated computer charting system and full access to all patient charting features. This system would provide our students with enhanced experiential learning opportunities on our campuses.

Long Term Impact:

Students with increased access to computer documentation will have increased knowledge and confidence in actual patient care/experiential learning situations. Increased confidence in the actual clinical setting will lead to higher levels of quality and safe care provided by these students and a recognition of our institutions as leaders in nursing education.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Increase simulation lab/classroom space for nursing students

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

Students will have increased experiential learning opportunities with the increase in simulation/classroom lab experience. With the increased space and technology faculty will implement innovative pedagogy to enhance student learning of critical nursing skills. This increase in opportunity will lead to increased skill level and increased confidence.

Long Term Impact:

Students with the chance to experience more simulated clinical situations will have increased confidence. Evidence suggests this increased confidence will translate into increased confidence in the actual clinical setting and lead to higher levels of quality and safe care provided by these. Students will have greater skill attainment and greater ability to use clinical judgment leading to our institutions being considered leaders in the education of nursing students.

Strategic Directions 2020

Plan Activity Guidelines and Worksheet

Proposed Plan Activity (briefly describe the details):

Increased tenure lines for global/population focused nursing faculty

Planning Objective (check all that apply):

- Liberal Arts for Life
- Holistic and Transformational Development of Women and Men
- Powerful Catholic and Benedictine Experience
- Share Future, Sustainable Future

Expected Outcomes:

The nursing department will fill the vacant tenure track position in the department with a global/population focused nursing faculty. This position will enhance the department's ability to meet its learning outcome to apply the principles of global citizenship to advocate for and improve health care.

Long Term Impact:

The department will have the improved ability to offer all students a quality global health experience. This will improve our student's ability to work with diverse populations and become leaders in the global community.