



STRATEGIC PLAN 2015

Academic Distinctiveness and Global Preparedness

Introduction

When Father Edward Sorin arrived in America from his native France in 1841, he carried with him a charge from Congregation of Holy Cross founder, Basil Moreau, to establish a presence in the New World. He also held close the congregation's philosophy of educating hearts and minds, respecting diversity and the individual, serving those from all walks of life, and advocating for social justice. Throughout his life's work in America, these values remained the cornerstone.

When he stood under the majestic live oak eventually named for him on a hilltop in Austin, Texas, and declared it the site of St. Edward's University, he imagined an institution grounded in this Holy Cross tradition. Indeed, since Sorin's declaration more than 125 years ago, our leaders and teachers have followed this same path — and been guided by the courage to take risks, an international perspective, respect for the whole person and a commitment to social justice.

The St. Edward's commitment to furthering justice in society has been lived out in the spirit of Catholic social teachings and the fostering of each student's unique intellectual, ethical and moral development in all its programs, undergraduate and graduate. Belief that all qualified students have a right to a high-quality education continues to inform the university's commitment to special programs that promote access. Since 1972, the College Assistance Migrant Program has been a visible and successful example of such commitment.

All St. Edward's undergraduates participate in our nationally recognized general education program culminating in an ethically grounded, problem-solving Capstone project, which complements a major discipline and challenges them to develop their leadership potential. The university's designation as a Hispanic-Serving Institution recognizes our welcoming and programmatic responsiveness to a diverse student population. This mission-centered development has laid the foundation for an enhanced understanding of the vision required to solidify the university's position of leadership for the future as the provider of education for social justice.

In the last 10 years, the fortitude, commitment to excellence, creativity and vision of our leaders have positioned St. Edward's as one of the best small universities in the country. Now, we look to the future, in which international borders will be more permeable; where service, leadership and problem-solving transcend cultural boundaries; and where the virtual classroom can help unite students of all backgrounds. As we move forward in this global, interconnected world, we return to our roots. We carry with us the energy and passion of Father Sorin and his fellow missionaries as they journeyed across the New World creating educational opportunities for students.

But our "New World" is broader, bigger and more connected than Father Sorin and his contemporaries could ever have imagined. Today, every discipline, every field, and every issue has an international reach. To make a place for themselves in such a world, all students must be well educated in their discipline and able to navigate across cultures, whether they go on to work in a global company, in a local company serving global markets, or in government or nonprofits. Whatever their position, there will be opportunities to exercise leadership for the betterment of the immediate, national and world communities.

University graduates in the 21st century are going to live and work in this culturally, economically, religiously and educationally interdependent world. St. Edward's is committed to academic excellence that includes an awareness of and

experience with how knowledge informs and is informed by a world perspective. The St. Edward's mission statement promises that we will assist students in recognizing "their responsibility to the world community." The St. Edward's Quality Enhancement Plan submitted to and approved by the Southern Association of Colleges and Schools in our 2007 reaccreditation commits the university to significantly enhancing our students' international understanding. The university's assessment of student learning outcomes for all academic and institution-wide programs will document quality in support of the 2015 strategic initiatives and the university's distinctive mission and vision.

Vision Statement

St. Edward's University will educate students for the opportunities and challenges of a 21st century world.

I. Holy Cross, Catholic Heritage

St. Edward's will sustain an ever-deepening commitment to its Holy Cross, Catholic heritage.

- In 2015, students at St. Edward's will be an active part of an international community that engages with societies and cultures around the world in an intellectual dialogue about the moral and ethical dimensions of knowledge inherent in Catholic social teaching and Holy Cross values and their application to improving the world in which we live.
- St. Edward's will sustain the university's commitment to intellectual development, personal education, diversity, respect for human dignity, access for all qualified students and social justice.
- The Holy Cross Institute at St. Edward's University will define further the role of lay collaborators and help unite Holy Cross institutions nationally and internationally in making operative what it means to be Holy Cross in the 21st century.

II. Academic Challenge

St. Edward's University will enable all our students to attain the fullest potential of their intellectual, personal and career goals.

- The university will improve curricular and co-curricular programs through ongoing assessment.
- The university, through its curricular and co-curricular programs, will foster the individual's personal, moral and ethical development.
- Faculty, while pursuing their own scholarly and professional development activities, will advance teaching excellence and work collaboratively with students in research and creative expression and/or as mentor for students undertaking independent projects.
- Three to five signature academic programs will be developed that are multidisciplinary, collaborative, distinctive and of exceptional academic quality.
- Library and information technology faculty and staff will collaborate to create a 21st century environment conducive to learning in which faculty and students access, assess and effectively use and create knowledge in a world-wide interchange of ideas.

III. Global Preparedness

St. Edward's University graduates will be distinctive for their understanding of the world and its cultures and for being prepared to make significant contributions in an increasingly global world.

The Austin Campus

- The St. Edward's curriculum and co-curriculum will explicitly incorporate global perspectives and encourage students and faculty to share experiences from study abroad and international immersion, exchange, teaching and service programs.
- The St. Edward's Austin campus environment will reflect the reality of a more international community.
- The St. Edward's community will be enriched by increasing numbers of international faculty, staff members and students.
- St. Edward's University students and faculty will connect with their peers and interact with international experts through an increasingly global and digital classroom and will customize their own learning environments through the power of technology.

International Relationships

- St. Edward's will have mutually beneficial partnerships with several educational institutions in various parts of the world in support of an international learning community.
- Portal campuses will provide:
 - » Opportunities for Austin-based students to study abroad and to take part in dual and joint degree programs offered with partner institutions.
 - » First-year-abroad study for international students aspiring to attend an American university.
 - » Professional education for international students wishing to continue their education beyond the baccalaureate degree or enhance their professional credentials.

IV. Resource Development

St. Edward's will develop and manage resources in support of its academic quality and global preparedness goals.

- Planned enrollment growth will further diversify and enhance the quality of the student body.
- Technological innovation will introduce new modes of instruction on the Austin campus and provide support for global initiatives.
- Phased implementation of the master plan for 2015 will continue the quality enhancement of the campus through sustainable improvements of academic, residential and recreational facilities and landscaping.
- Fundraising will provide resources essential to the realization of the 2015 strategic plan.
- The university will steward its resources optimally through risk assessment, net revenue management, reallocation and cost savings.
- Integrated marketing will ensure visibility for St. Edward's and effectively communicate the vision and mission in support of strategic goals.