



# Strategic Priorities 2018



ST. EDWARD'S  
UNIVERSITY

At the conclusion of Strategic Plan 2015, many of the multi-year initiatives of that plan were successfully completed, and several continue into the future. Rather than embarking on a new strategic plan, the university will continue to build on its current momentum, guided by an abiding set of strategic priorities and an updated Vision Statement.

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### Vision

St. Edward's University will prepare its graduates for the opportunities and challenges presented by accelerating technological, economic and cultural changes, fostering in them moral clarity, global sensitivity, professional preparation and the life-long benefits of a liberal arts education.

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### Our History of Success

Strategic Plan 2015 was announced in September 2010, after more than a year of community input. Its heritage was the previously successful 10-year plan and its foundation was the Quality Enhancement Plan for Global Understanding, developed during the university's reaccreditation in 2008. There have been many notable accomplishments in the last five years resulting from Strategic Plan 2015.

- Partnerships formed with 19 universities in 14 countries
- International student enrollment growth from 4% to 11% of undergraduates
- \$80 million raised toward the \$100 million goal of "The Campaign for St. Edward's University," scheduled to be completed in 2017
- Endowment growth to \$95 million from \$45 million
- 37 St. Edward's students winning Fulbright scholarships
- Completion of 7 campus master plan projects: the Munday Library; the UFCU Alumni Gym; Our Lady Queen of Peace Chapel; the Brother Stephen Walsh, CSC, '62 Campus Ministry Building; the Claire Kolodzey Memorial Garden and the John Brooks Williams Natural Sciences Center–South
- A ranking of #13 in the West by *U.S. News & World Report*, up from #21 in 2010
- Conversion to the Banner ERP software platform
- Creation of an academic plan shaped by nine Academic Planning Groups and a Task Force on Academic Innovation.

Even as it celebrates these accomplishments, the university recognizes that crucial work continues on many fronts.

### A New Environment

Universities are experiencing a challenging environment. While St. Edward's continues to earn enviable distinctions, the university faces increasing fiscal pressures that constrain budget growth. The media and the public are expressing concerns about the value of higher education. Parents ask pointed questions about outcomes and look for immediate return on their investment in education (a job after graduation) as well as lasting lifetime value (personal transformation and skills that transcend those needed today and will serve as the passport to jobs and careers of the future.)

In this environment, the university must constantly innovate, provide relevant and holistic educational programs, and manage resources wisely.

## **Investing for Our Future**

While the university enjoys sound financial health, with balanced budgets for the last 20 years, it is not immune to the negative trends in the environment. To respond to the impact of these trends, the university community engaged in a proactive, campus-wide project to generate ideas that would create new revenue, reallocate existing resources and strategically position the university to grow stronger while remaining true to its Holy Cross mission. The project, “Investing for Our Future,” enlisted over 100 people in working teams from every area of the university and generated over 500 ideas for consideration. Through careful planning and budgeting, the university will create resources to invest in future strategic opportunities.

## **An Education for the 21st Century**

St. Edward’s University prepares its students for the 21st century, characterized by increasing globalization, ubiquitous technology and an escalating rate of change. Our liberal arts curriculum builds critical thinking and flexibility essential to the future. Our Holy Cross, Catholic mission helps students clarify their values in a changing world. Our modern campus and robust technology enliven the educational experience, and our location in Austin — a nexus of innovation, creativity and growth — offers exciting experiential learning opportunities. And a growing network of global partner universities gives students countless chances to engage the world.

At St. Edward’s University, we strive for a seamless learning environment that blends classroom learning with co-curricular student engagement programs. That balanced, holistic student experience is designed to help students discover their passion and purpose and instill in them foundational skills for life. As a university, we strive to be grounded in our Holy Cross heritage with a nimbleness required by modern times, and we work to develop the same characteristics in our graduates.

# **2018 Strategic Priorities and Initiatives**

The four key themes identified in Strategic Plan 2015, renewed and updated, will continue to guide our work into the year 2018.

## **I. Holy Cross, Catholic Heritage**

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

- St. Edward’s will sustain its commitment to intellectual development, personal education, diversity, respect for human dignity, social justice and access for all qualified students.
- Students at St. Edward’s will engage with the moral and ethical dimensions inherent in Catholic social teaching and Holy Cross values and seek, through action and service, a meaningful life that improves the world in which they live.
- The Holy Cross Institute at St. Edward’s University will support collaborators in Holy Cross institutions around the world in defining what it means to be Holy Cross in the 21st century.

## II. Academic Challenge

Our commitment to academic excellence will ensure that students achieve their personal and professional potential while becoming resilient, critical thinkers for a changing world.

- The university will increasingly integrate its curricular and co-curricular programs to foster each individual's intellectual, professional, personal and ethical development.
- In keeping with the university's mission and commitment to teaching excellence, faculty will enhance student learning through pedagogical innovation, mentoring students undertaking independent projects, and joining students in collaborative research and creative expression.
- Faculty will be provided the support and resources to foster teaching excellence, scholarship and creative expression.
- The portfolio of academic programs will meet student interests and community needs, highlighted by new signature programs that are multidisciplinary, distinctive and aligned with the university's mission.
- The university will define and create a 21st century learning ecosystem — a collection of integrated technologies that robustly supports and enhances face-to-face learning, inter-campus learning, and online and blended learning.
- The university will assist students in discerning purpose, understanding potential professional contributions and choosing career directions.
- The campus learning environment will nurture the health, well-being and safety of all students, while challenging them to high standards of personal behavior and responsibility.

## 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 society.

### 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.
- Technology will foster both international collaborations for students and faculty in the classroom and opportunities for dual and joint degree programs and research with partner institutions.
- The St. Edward's Austin campus will reflect the university's international community by incorporating visual reminders and shared experiences into its environment.
- Increasing numbers of international students and faculty will enrich the campus with their diverse experiences, perspectives and skills.
- The university will use technology to create a global presence and to help integrate the St. Edward's worldwide learning community.

### **International Relationships**

- St. Edward's will maintain mutually beneficial partnerships with educational institutions in various parts of the world for the benefit of student learning and student and faculty research.
- Partner campuses will provide:
  - » Opportunities for Austin-based students to study abroad and to take part in dual and joint degree programs.
  - » First-year-abroad study for international students aspiring to attend an American university.
  - » Opportunities for their students and faculty to participate in learning and research on the Austin campus and other campuses affiliated with St. Edward's.

### **IV. Resource Development**

St. Edward's will develop and manage the resources necessary to support its strategic goals.

- Strategic budgeting, maintenance of adequate reserves and reallocation of existing resources will ensure the university's ability to advance its mission in a complex and challenging financial environment.
- Fundraising will provide resources essential to the realization of the 2018 strategic priorities.
- Strategic, integrated marketing will enhance the reputation of the university and contribute to its achievement of recruitment, retention and fundraising goals.
- A modern, responsive and sophisticated web presence and other digital properties will support recruitment and enhance the reputation of the university as a scholarly and intellectual center.
- Planned enrollment growth will further diversify and enhance the quality of the student body.
- Phased implementation of the master plan will continue the enhancement of the campus through sustainable improvements to academic, residential and recreational facilities and landscaping.
- The university will continue to recruit, retain and develop outstanding faculty and staff members committed to the St. Edward's vision and mission.
- Technology will provide administrative services necessary to a community with members located around the world, enhancing convenience, and informing and automating administrative tasks.

*Published Fall 2015*