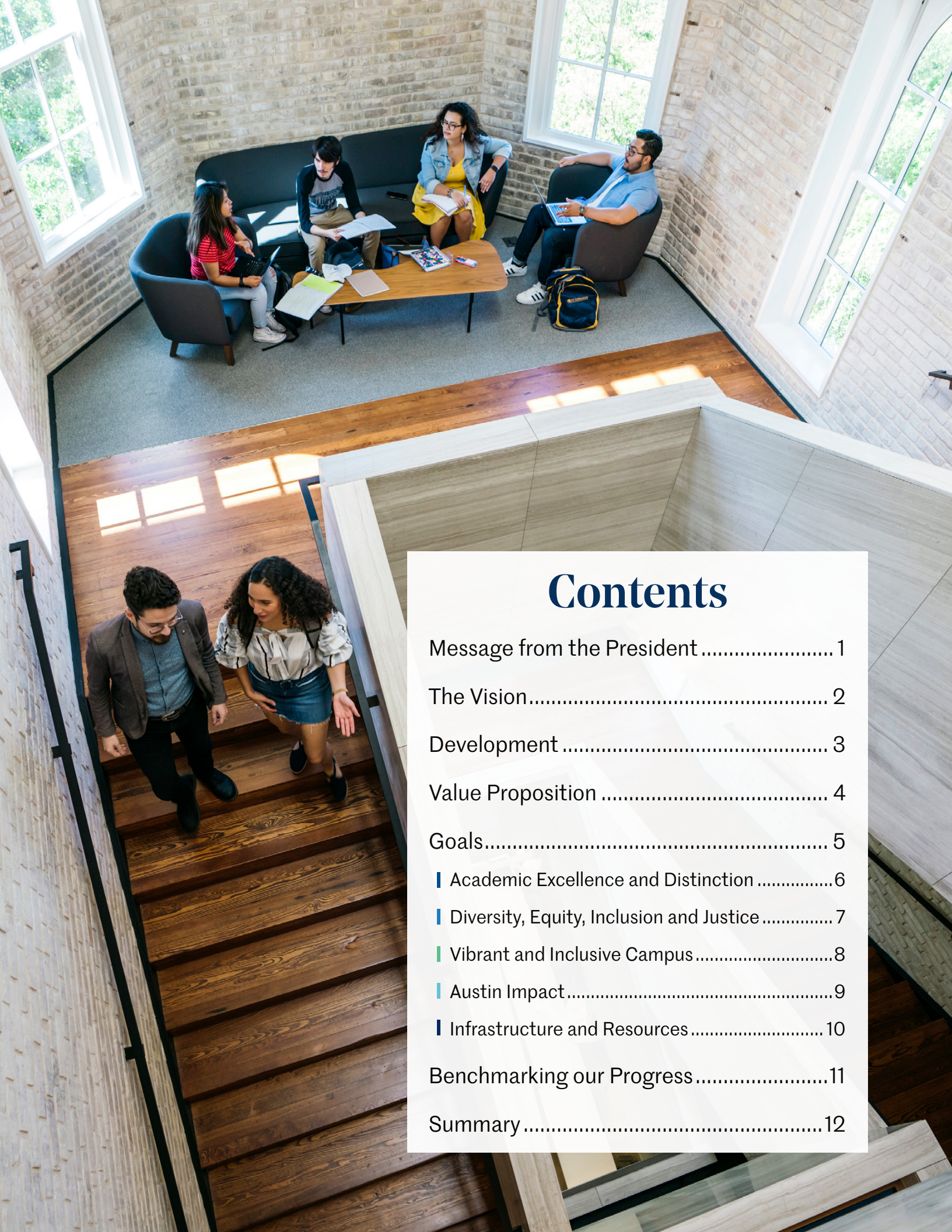




A Destination University for a More Just World

St. Edward's University Strategic Plan 2027



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ST. EDWARD'S UNIVERSITY COMMUNITY,

In 2022, we conclude five years of exciting strategic plan work that shaped and elevated St. Edward's University. We delivered on many remarkable promises and commitments guided by the educational philosophy and charisms of our Congregation of Holy Cross founders and driven by our mission and values. I am excited to now introduce a new strategic plan for St. Edward's University that builds upon those achievements and aspires to a future of heightened excellence, a path to become *A Destination University for a More Just World*, and a guide for the university through 2027.

Strategic Plan 2027 is a roadmap that articulates how St. Edward's University will continue our ascent as a destination university known for excellence and enhancing our entire region. Like Austin, St. Edward's will be recognized nationally and internationally as an extraordinary place, a university of academic distinction, inclusive excellence and commitment to a more just world, drawing students, faculty and staff from Texas and far beyond. Strong enrollment and a growing donor base will increase the university's ability to provide enhanced programs and services.

We have a renewed focus to pursue excellence even with constrained resources and increasing calls for accountability and to demonstrate value across higher education. Our strategic plan reflects a changing world and the opportunities to shape our path of distinction and sustainable success by building on our strengths, responding to demands and fostering our commitment to diversity, equity, inclusion and justice.

Five strategic goals articulate our commitment to educational quality, an inclusive environment, advancement of knowledge, experiential learning and student success. A vibrant campus life will attract students, visitors and supporters. A shared governance process deeply engaged our students, faculty, staff, alumni, external constituents and partners resulting in a strong framework with transformational, ambitious and measurable goals as *A Destination University for a More Just World*.

The Covid-19 pandemic has presented many challenges for the world and our university community; however, we have come together during these difficult times to take care of one another and continue our work of educating the hearts and minds of our students. Our dedication and commitment to our Holy Cross mission provides our solid foundation for future success.

We are looking forward to 2027 and beyond with a clear vision requiring focused action, disciplined and measured delivery, and accountability to reach our goals and deliver our value proposition. Progress on each of the five strategic goals will be tracked annually, and we will benchmark our operations compared to a select group of peer institutions.

This is an exciting time for St. Edward's University, and I invite our entire community to support our beloved institution as we achieve our aspirations as *A Destination University for a More Just World*.

Sincerely,

Montserrat Fuentes, PhD
President

The Vision for St. Edward's University

➤ A Destination University
for a More Just World



St. Edward's University, a Holy Cross, Catholic institution, will improve lives and transform communities by providing an excellent education of distinguished quality that prepares students to create a more humane, just and sustainable world.

Developing Strategic Plan 2027

In order to ensure a successful Strategic Plan 2027, the Strategic Planning Leadership team was co-chaired by Interim Provost Marianne Ward-Peradoza and Vice President for Finance and Administration Kim Kvaal. Representatives included faculty, staff, students, alumni, trustees, shared governance leaders, academic leadership and campus administrators. The team completed a three-phase and feedback-rich process to develop Strategic Plan 2027.

The first phase, *Discovery*, began in June 2021, with the exploration of four themes: academic excellence; fostering diversity, equity and inclusive excellence; student experience for today's global interconnected world; and community, connection and impact. Exploration of these four themes resulted in the development of draft goals to inform the second phase, *Collaboration*.

In August 2021, the *Collaboration* phase of the process began with robust community engagement of internal and external stakeholders. 20 meetings engaged more than 400 faculty, staff, students, alumni, community members and the Board of Trustees. An electronic survey was distributed to community members with 432 responses. A faculty and staff workgroup reviewed peer and aspirational institutions for benchmarking Strategic Plan 2027. The university's value proposition, our promise to the community that we will deliver, was also refined during the *Collaboration* phase.

Phase three, *Conclusion*, included the development of key initiatives and metrics for measuring success of Strategic Plan 2027. Resource planning was conducted with a review of current and future infrastructure (human, physical and financial) needs, a gap assessment and identification of opportunities to support the plan.

STRATEGIC PLAN LEADERSHIP TEAM

Marianne Ward-Peradoza, PhD, Interim Provost (Co-Chair)
Kimberly Kvaal, EdD, Vice President for Finance and Administration (Co-Chair)
David Abercia, PhD, Chief of Staff
Glenda Ballard, PhD, Associate Vice President for Academic Affairs
Alicia Betsinger, PhD, Vice President for Institutional Effectiveness and Planning
Jason Callahan, PhD, Faculty Senate President
Catherine Campbell, PhD, Dean of Behavioral and Social Sciences
Christie Campbell, Vice President for Marketing and Communications
Brother Richard Daly, CSC, '61, Board of Trustees Member
Jae De Leon '22, Student Government Association President
Joe DeMedeiros, Vice President for University Advancement
Marie González '05, Board of Trustees Member
Jonathan Hodge, PhD, Dean of Natural Sciences
Monique Jimenez-Herrera, PhD, Associate Vice President for Faculty Diversity, Equity and Inclusion
Lisa Kirkpatrick, PhD, Vice President for Student Affairs
Laura Lucas, Staff Council Chair
Tracy Manier, Vice President for Enrollment Management
Sharon Nell, PhD, Dean of Arts and Humanities
Victoria Pilsner '07, MSPM '10, Alumni Association Representative
Louise Single, PhD, Interim Dean of The Bill Munday School of Business
Nicole Trevino '99, MAHS '01, PhD, Associate Vice President for Student Success
David Waldron, Vice President for Information Technology
Father Peter Walsh, Director of Campus Ministry

Value Proposition

➤ St. Edward's University A Destination University for a More Just World

St. Edward's University delivers distinctive academics through courageous teaching, research and creative work so that all students thrive on a vibrant and inclusive hilltop campus in dynamic Austin, Texas. Our Holy Cross mission empowers transformative experiential learning, leadership development and a service commitment that prepares informed and responsible global citizens who create a more just, diverse and equitable world.

Strategic Plan 2022–2027 Goals



Academic Excellence and Distinction

Achieve academic excellence and distinction through courageous teaching, research and creative work, and the development of relevant knowledge, skills and opportunities to connect to the world.



Diversity, Equity, Inclusion and Justice

Build a culturally inclusive and aware community that fosters diversity, equity and justice in the Holy Cross tradition and through the lens of Catholic Social Teaching.



Vibrant and Inclusive Campus

Create a vibrant and inclusive campus that fosters Hilltopper pride and wellbeing through intentional investment in physical space, arts, athletics and multicultural, social and experiential programming where all students engage and thrive.



Austin Impact

Engage local communities through transformative experiential learning, research, service and leadership experiences in pursuit of a more just world.



Infrastructure and Resources

Develop infrastructure and resources to achieve the strategic plan goals and ensure institutional sustainability.



Academic Excellence and Distinction

To become a destination university, St. Edward's will focus on academic excellence and distinction through courageous teaching, research and creative work with a community of scholars who are intellectually curious, culturally aware and passionate global citizens. Our curricular and co-curricular programming will leverage the academic clusters of Health and Wellness, Creative Economy, and Global Stewardship to prepare leaders to solve the most pressing problems in our region and the world.

The development of relevant knowledge and skills, experiential learning and professional preparation infused with our Holy Cross mission and heritage connects our university to the dynamic opportunities of Austin. We will support our region with expanding academic programs to meet community needs and inclusive growth in the health sciences, public health and computer science. These initiatives support curricular excellence, student success, a vibrant campus life, added value to our graduates, and strength and vitality in our community.

HOW WILL WE ACHIEVE SUCCESS WITH THE ACADEMIC EXCELLENCE GOAL?

- Leverage academic clusters framework (Global Stewardship, Creative Economy, Health and Wellness) to develop distinctive programs that pursue social justice.
- Enhance support of faculty scholarship, and provide every student with the opportunity to engage in research, scholarship and creative activities with the faculty.
- Create new endowed chairs to support additional faculty resources and academic excellence.
- Develop a new distinctive school and innovative academic programs in health sciences that attract enrollment.
- Implement a comprehensive internationalization plan that provides every Hilltopper with the opportunity to explore a role as a global citizen.

Success will be measured through existing and new systems, processes and vendor relationships with institutional and program data by demographic segments, including:

- First- and second-year retention and 6-year graduation
- Academic clusters, programs, majors and courses participation
- New program development and enrollment
- Social justice inventories in academic programs
- Research expenditures, grants, scholarship and creative activities
- Endowed chairs
- Grants
- International students
- Study abroad participation
- Publications and conference presentations by faculty and students
- Capstone projects, senior theses, exhibits and performances
- Rankings, national and international fellowships and awards
- Survey results of students, faculty, alumni and employers



Diversity, Equity, Inclusion and Justice

St. Edward's honors and respects all members of our community. We foster an inclusive and welcoming environment respecting the dignity and worth of each person, and we stress the obligation to pursue a more just world. Our Holy Cross mission calls us to actively pursue an inclusive, equitable and justice-oriented environment for all. We are committed to diversity, equity, inclusion and justice in the Holy Cross tradition and through the lens of Catholic Social Teaching. The university will provide equitable educational opportunities to students from all backgrounds, eliminate barriers to student success and advance excellence.

We will meet students where they are and provide robust opportunities to enrich perspectives in and out of the classroom. We will provide equitable employment and professional development opportunities for all faculty and staff, ensuring that each employee is able to contribute to their full potential. We will recruit, develop and retain a diverse community of faculty, staff and students and sustain an environment that promotes equity and justice while supporting our entire community through equitable policies, procedures and actions.

HOW WILL WE ACHIEVE SUCCESS WITH THE DIVERSITY, EQUITY, INCLUSION AND JUSTICE GOAL?

- Attract faculty, staff and leadership with diverse backgrounds and perspectives representative of our student population.
- Provide all members of the St. Edward's University community with equitable access to resources and opportunities to thrive academically, professionally and personally.
- Address equity gaps in student success, and faculty and staff retention and promotion.
- Become an employer and university of choice with an environment in which community members are valued for their uniqueness, perspectives and contributions to our collective learning.
- Seek, establish, strengthen and sustain stakeholder relationships through an active commitment to shared governance and engagement with the Austin community.

Success will be measured through existing and new systems, processes and vendor relationships, with institutional and program data by demographic segments, including:

- Faculty and staff applicant pools and new hires
- Faculty and staff promotions and professional development participation
- Personalized plans for all undergraduates
- Retention and graduation rates
- Pell eligibility
- Bias Incident Response Team (BIRT) incidents
- Equity Scorecard
- Gap analysis of participation rates and available opportunities
- Shared governance inventories of practice
- Faculty, staff and student community engagement and impact inventories
- Campus Climate and Great Colleges to Work For survey results



Vibrant and Inclusive Campus

A vibrant and inclusive campus is essential to achieving all aspects of Strategic Plan 2027. St. Edward's will create and sustain Hilltopper wellbeing and pride that reinforces a sense of belonging, identity and campus community. We are committed to intentional investment in physical space, arts, athletics and multicultural, social and experiential programming.

This collaborative co-curricular and extracurricular programming will be transformational, emphasizing our Holy Cross mission and values, holistic student development, respect, service and social justice. Eliminating barriers to events and activities is fundamental as well as a strong residential experience, and significant participation and rich interactions among students, staff and faculty, including meaningful student learning and reflection. Alumni, families and off-campus engagement will also provide relevant connections and networks to support a vibrant and inclusive campus.

HOW WILL WE ACHIEVE SUCCESS WITH THE VIBRANT AND INCLUSIVE CAMPUS GOAL?

- Create inclusive and accessible space for a transformational student experience emphasizing experiential learning and the arts, social responsibility and wellbeing.
- Implement a vision for St. Edward's University Athletics that fosters student success, increases enrollment, enhances campus vibrancy and fosters school spirit.
- Leverage federal and campus work-study funding to create meaningful student employment opportunities, including internships connected to courses of study.
- Create an environment where students, faculty, staff, leadership and alumni experience a sense of belonging, actively participate in a culture of inclusion and are individually responsible for building and maintaining a community where different perspectives are respectfully heard.

Success will be measured through existing and new systems, processes and vendor relationships with institutional and program data by demographic segments, including:

- Housing occupancy rates and retention
- Activity and event engagement
- #LiveWellSEU participation
- Student-athlete participation, academic performance and graduation
- Work-study and employment rates
- Institutional student support expenses per student
- Campus Climate Survey results



Austin Impact

St. Edward's will strengthen Austin partnerships to enhance the education of our students and contribute to positive societal change in our community. St. Edward's will provide a personalized education with 100% of our students having career preparation and experiential learning. We will create measurable value throughout Austin with our community partnerships. Our students will be immersed in transformational opportunities through engagement with the Austin community for experiential learning, service and leadership activities.

We will develop strategic and mutually beneficial relationships for St. Edward's and our partners that maximize and sustain a positive impact on Central Texas. Our university community will participate in research, service and engagement related to important regional issues and fulfill our vision of educating hearts and minds while transforming our students through curricular and co-curricular programs that also strengthen our local community.

HOW WILL WE ACHIEVE SUCCESS WITH THE AUSTIN IMPACT GOAL?

- Integrate curricular, co-curricular, extra-curricular and research activities that engage our students with Austin-based problems and issues of justice and equity.
- Develop strategic partnerships that strengthen our resources, visibility and impact.
- Provide each student with a personalized education including career preparation and experiential learning that also provides measurable value to organizations throughout Austin.
- Foster and encourage research, service and engagement with Austin-based problems and organizations.

Success will be measured through existing and new systems, processes and vendor relationships, with institutional and program data by demographic segments, including:

- Experiential learning with programmatic reflection for 100% of students
- Student job placement rates
- Internships and career preparation participation
- Research activity and expenditures
- Grants from local foundations and organizations
- Community engagement and impact inventories
- Curricular and co-curricular justice and equity inventories related to Austin-based issues
- Publications and conference presentations by faculty and students
- Survey results of students, faculty, alumni, employers and community partners



Infrastructure and Resources

Developing adequate infrastructure and resources is necessary to support Strategic Plan 2027. A successful implementation will rely on sustainable and long-term strategies including enhancement of the university's physical infrastructure and resources, policies and procedures to improve organizational efficiency.

St. Edward's will diversify funding by broadening revenue sources to increase financial longevity. We will identify, implement and strengthen technology resources. Our strategic initiatives are aligned with our mission to pursue academic excellence and our identity as a destination university. Our proactive plan emphasizes environmental stewardship and sustainability while achieving the goals of Strategic Plan 2027.

HOW WILL WE ACHIEVE SUCCESS WITH THE INFRASTRUCTURE AND RESOURCES GOAL?

- Implement an environmental sustainability strategy for campus facilities and support a culture of environmental stewardship.
- Implement and sustain the infrastructure to support academic success and personalized career preparation of our students, from admission to postgraduate.
- Implement a next-generation technology infrastructure to support student success, organizational transformation and financial sustainability.
- Increase the university's endowment through our capital campaign, diversify enrollment revenue (e.g. certificates, dual-enrollment with local high schools, non-credit offerings, and lifelong learning), and deliver alternative revenue to provide financial resources.

Success will be measured through existing and new systems, processes and vendor relationships with institutional and program data by demographic segments, including:

- Revenue and endowment analysis
- Environmental sustainability analysis of electricity and water usage, and management of food and water waste
- Facilities analysis, including deferred maintenance
- Infrastructure and project portfolio analysis
- Survey results of students, faculty and alumni

Benchmarking our Progress

St. Edward's University will benchmark our progress throughout Strategic Plan 2027 and reflect on the achievements of other peer institutions, including:

- Augsburg University
- California Lutheran University
- Hamline University
- Manhattan College
- St. Mary's University

ASPIRANT INSTITUTIONS

Academic Excellence and Distinction



- Fairfield University
- Gonzaga University
- Rollins College
- St. Thomas University (MN)
- Trinity University

Diversity, Equity, Inclusion and Justice




- Goucher College
- Adelphi University
- Loyola University New Orleans
- Elon University
- Xavier University

Vibrant and Inclusive Campus



- Bentley University
- Elon University
- Gonzaga University
- Loyola University Maryland
- Seattle University

Austin Impact



- Fordham University
- Loyola Marymount University
- Santa Clara University
- Seattle University
- University of Portland

Infrastructure and Resources



- Elon University
- Seattle University
- Gonzaga University
- Drake University

St. Edward's University Strategic Plan 2027 Summary

St. Edward's University will become a *Destination University for a More Just World* and achieve the five goals of Strategic Plan 2027:

