

ST. EDWARD'S UNIVERSITY

# A Destination University for a More Just World

2022-2023  
STRATEGIC PLAN REPORT



# The past year has been filled with remarkable achievements

## as we took bold steps toward the goals of Strategic Plan 2027.

Our focus has been on connection: engaging with our Holy Cross mission, bringing together our community in shared governance and building partnerships in the city of Austin. These connections help St. Edward's deliver what society needs most from higher education today. We are preparing students to become compassionate, ethical leaders, and we are responding to the community's urgent needs.

**Dr. Fuentes** and recent graduates celebrate their milestone achievement in front of Main Building.



+ As we develop **new academic programs**, we are listening to the community and identifying how we can fill critical gaps in the Central

Texas workforce. The launch of our upcoming School of Health Sciences is a premier example of how we are responding to our region's needs. We look forward to developing compassionate, culturally responsive and equity-focused professionals who will provide leadership in addressing health disparities. Our upcoming capital campaign will continue to seek support from local and state leaders who understand St. Edward's is a key partner in meeting the demands of our rapidly growing region.

- + The urgent **needs of Austin employers** also have shaped our new graduate program vision. This plan leverages the university's resources to support both individual career advancement and workforce development. We are forging partnerships with local employers for mutual benefit and invite you to explore working with us.
- + Although St. Edward's has always valued **experiential learning**, the past year initiated a new emphasis on intentionality and accountability in this area. We are building infrastructure to ensure that every single student participates in internships, research or study abroad, regardless of their means.
- + We also **invested in infrastructure** that will support us in the work that lies ahead. Our students, faculty and staff enacted a statement of shared governance that highlights our commitment to working together. We laid the foundation for a capital campaign aligned with our strategic priorities and will be asking for the community to support us.
- + Finally, **athletics and the arts are key to a vibrant campus life**. We are excited about the re-establishment of men's soccer and the elevation of cheerleading to a varsity sport. We look forward to adding more teams that will become a focus of Hilltopper spirit and bring visibility to the institution. And this year also marked 50 years of excellence at the Mary Moody Northen Theatre.





## Our vision drives us, and we've made substantial progress on our strategic priorities this past year.

### The School of Health Sciences

We welcomed Dr. Donna Beuk, our founding director of nursing, and laid the groundwork for our RN to BSN program launching in Fall 2023. We hired two additional faculty members and forged a clinical training partnership with Ascension Seton. We look forward to expanding our nursing programs to offer multiple, flexible options to earn a BSN degree.

### Graduate Program Vision

We are developing 4+1 and 3+2 degree programs to present clear pathways to graduate education, and we plan to offer graduate internships and the option of housing. We provide our community partners flexible, customized options for continuing education.

### Experiential Learning

We are tracking our students' participation in these experiences, integrating opportunities into the curriculum and are ensuring students are financially supported during their internships. These actions constitute a commitment to equity. We partnered with more than 25 organizations in Austin, including environmental sustainability and tech companies, to offer priority internships for our students. And we hired new staff to connect students with internship and research opportunities aligned with their goals.

### Arts and Athletics

In its first year as a varsity sport, our cheerleading team went to the UCA College Nationals. The Mary

Moody Northern Theatre hosted four talented student performances and celebrated 50 years on the hilltop.

### Infrastructure for the Future

We launched a new strategic enrollment management effort that recognizes recruitment, retention and student success as collective responsibilities; a successful campus-wide initiative, *It Takes a Village*, exemplified this shared commitment to enrolling our outstanding fall class. We expanded support for faculty applying for external grants and celebrated significant awards from the National Science Foundation, National Endowment for the Humanities and the Hector and Gloria López Foundation, as well as a \$5 million research grant from the USDA, the largest in our school's history.

I am so proud of our community that is dedicated to excellence, justice and caring for both our local region and our planet. We are fortunate to be located in Austin, a city that offers our students incredible opportunities that they are uniquely positioned to address. I invite you to partner with St. Edward's as we continue to become a destination university for a more just world.




MONTERRAT  
'MONTSE' FUENTES, PH.D.  
PRESIDENT,  
ST. EDWARD'S UNIVERSITY

## OUR VISION

**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.**

## OUR GOALS



### Academic Excellence and Distinction

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



### Living the Holy Cross Mission

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



### Vibrant and Inclusive Campus

Foster 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.



### Infrastructure and Resources

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

# Celebrating Outstanding Accomplishments

We marked significant milestones in the first year of Strategic Plan 2027.

- + St. Edward's was listed for the fifth time on the **Phi Theta Kappa Transfer Honor Roll**.
- + The **Bill Munday School of Business earned accreditation** from AACSB International, recognizing excellence in teaching, research, curriculum development and student learning.

- + The Texas Legislature adopted a resolution commemorating February 9, 2023, as **St. Edward's University Day** — recognizing the university's long legacy of success and efforts to enrich communities beyond campus.
- + The **Mary Moody Northen Theatre** and the federal College Assistance Migrant Program, **CAMP, celebrated 50 years** on the hilltop.

- + We welcomed our **most diverse freshman class in history**.

**651**

Freshman students

**5%**

International enrollment

**61%**

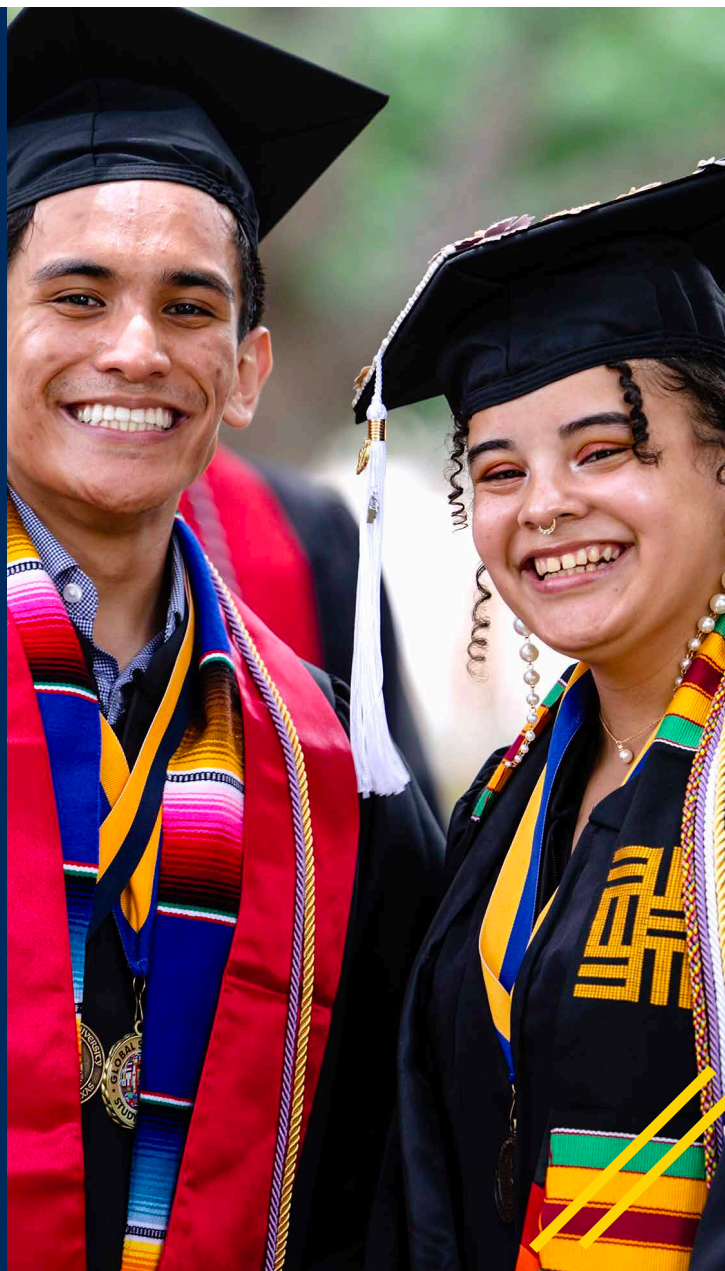
Minority enrollment

**46**

Countries represented

**39**

Languages spoken



#8

Best University in the West\*

#6

Best Value School and Best Undergraduate Teaching\*

\*U.S. News & World Report (2022-2023)

5

Fulbright U.S. students awarded, our 12th time as a top producer

6

Gilman Scholarships for students to fund study abroad

13

EdD degrees in Leadership and Higher Education, our inaugural doctoral program

81%

First year retention rate in fall 2022

# \$9

MILLION

**Total of research grants** awarded, including **the largest single research grant in university history, \$5 million**, awarded by the USDA to the Department of Biological Sciences for undergraduate students to pursue careers in food, agriculture, natural resources and human sciences.



## Expanding Academic Opportunities

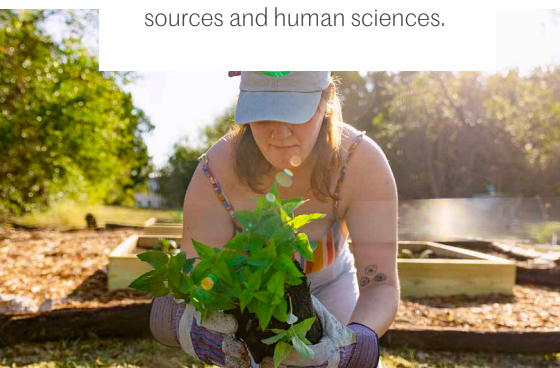
We laid the groundwork for the **Fall 2023 launch of our RN to BSN nursing degree**, the first program in the upcoming School of Health Sciences. We developed a **new graduate program vision** that supports career advancement and lifelong learning for working professionals and fills Austin labor market needs. We focused on bolstering two **Academic Clusters** with strong ties to the Austin economy:

programs in **environmental sustainability** and in **computer science**, including a new certificate in Artificial Intelligence (AI) and machine learning.

We strengthened our infrastructure to support faculty research, scholarship and creative works. An emphasis on external grant applications in 2022–2023 was highly successful, with nearly **\$9 million in funding awarded**.

“Anchored by our Holy Cross mission and driven by courageous teaching and innovative research, our community of scholars prepares the next generation of leaders to solve the world’s most pressing problems.”

**Jason Callahan**  
Professor of Mathematics  
President, Faculty Senate



Associate professors Georgia Seminet (Spanish) and Jimmy Luu (Graphic Design) were our **first recipients of National Endowment for the Humanities Awards**.

# \$1.5

MILLION

**Grant awarded by the National Science Foundation Scholarships** in Science, Technology, Engineering and Mathematics.





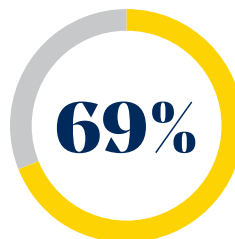
## Making an Impact in Austin

We set a **five-year goal** that **100% of graduates will participate in Advanced Experiential Learning** and established systematic tracking methods to measure student participation. The Blue & Gold Scholar program recognized graduating seniors' involvement in these opportunities. Of 440 graduating seniors, 424 were recognized as Blue & Gold Scholars.

We also **forged partnerships with Austin institutions to offer career-relevant, paid internships** tied to students' interest areas. Partners for Summer 2023 included Breakthrough Central Texas, Colton House, Lone Star Circle of Care, KVUE and Waterloo Greenway. H-E-B also provided financial support for summer internships.



**96%**  
of graduates participated in Advanced Experiential Learning  
5-year goal 100%



**69%**  
of seniors completed internships  
5-year goal 85%

**25**  
Austin partners offering internships

## Delivering a Vibrant Student Experience

**254**

Student-athletes made the Lone Star Conference Commissioner's Honor Roll by earning a 3.3 GPA or higher in 2022-2023

**4**

Consecutive years Hilltoppers have received the prestigious NCAA DII Presidents' Award for Academic Excellence

**4**

Productions from our award-winning student theater program

**50**

Years of acclaimed performances at the Mary Moody Northern Theatre on campus

“

My culminating experiences as a St. Ed's student prepared me for life outside of the hilltop. I've learned to appreciate the value of exposure to the unfamiliar and to continuously put myself out of my comfort zone.”

Ella Ochoa '23  
President,  
Student Government Association





As part of a five-year expansion plan for Hilltopper athletics, we reinstated cheerleading as a coed varsity program with the hiring of Javaria Neumon as the head cheerleading coach and director of fan engagement. The men's soccer program was also reinstated, welcoming back head coach Brian Young.

The men's and women's track teams set 13 school records, the softball team advanced to the NCAA

Regional Tournament (for the first time since 2014) and the Esports Call of Duty Academy team had a top 3 national finish with an undefeated regular season.

Our award-winning theater training program at Mary Moody Northen Theatre, one of the nation's few undergraduate-only programs incorporating a full season under the Actors' Equity Association, celebrated 50 years of theatrical productions on the hilltop.

# Living the Holy Cross Mission

## Student Achievement

We invested in the success of first-generation students, as well as male students who identify as Black or Hispanic, with new initiatives including:

- + A program of **mentors and career connections** supported by Deloitte
- + Tri Alpha, a **national first-generation honor society**, with 59 students inducted
- + A new **First-Year Seminar Course for first-generation students** with a 95% retention rate

## Access to Education

A transformative **\$2.1+ million gift from the Hector and Gloria López Foundation (HGLF)** will provide full tuition assistance for 15 first-generation Latino students — creating pathways to educational attainment and a successful career.

- + St. Edward's is the only Austin institution — and the first private university in Texas — to receive an HGLF grant.
- + Since becoming a Hispanic Serving Institution in 1992, nearly **70% of Hispanic and Latino students now graduate within six years**, compared to the statewide average of just 45%.

## Shared Governance

The Faculty Senate, Student Government Association, Staff Council and Board of Trustees endorsed a shared governance statement that welcomes multiple voices to the decision-making process.



**Establishing a university-wide commitment to shared governance fosters transparency while affirming that all voices are valued."**

**Gilbert Contreras**  
Assistant Director, Student Success Coach  
Chair, Staff Council





# Building for the Future

## Strategic Enrollment Management

We added targeted recruitment programs and strengthened retention initiatives, resulting in stronger enrollment.

- + **Enrollment increased by 5%** and saw improved academic quality and diversity and a reduced discount rate.
- + Admission staff reinforced **ties with key Austin high schools**.
- + Faculty and staff **contacted admitted students** through the *It Takes a Village* campaign, for a **25% increase in yield**.
- + **President Fuentes visited Panama** and spoke with 80 prospective students, parents and alumni. St. Edward's has enrolled Panamanian students since the 1960s.

**80%**  
YIELD RATE

For admitted students attending new campus visit programs



## Environmental Justice

Our vision for a more humane, just and sustainable world includes a commitment to the environment and to conserving resources.

The Environmental Justice team **measured and tracked energy and water use and reduced food waste**.

The Food Forest Guild **planted an edible ecosystem on campus**.

Students for Sustainability and Monarchs on the Hilltop **established a Monarch Garden**, a pollinator waystation for butterflies.

Sorin Oak was named **Large Tree of the Year** by the City of Austin and TreeFolks.

The Arbor Day Foundation named us to its **Tree Campus USA list** for the eighth consecutive year.

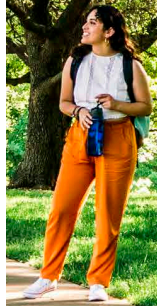
An **Explore SEU: Sustainability and Environmental Justice event** welcomed prospective students.

Associate Professors Amy Concilio and Paul Walter and Ethan Tobias '23 **received 2022 Air Central Texas awards** for their positive contributions to regional air quality.

“

St. Edward's has supported my passion for the environment in more ways than one. Internship opportunities, strong faculty guidance and support from administrators empowered me to take on my world in hope for a greener future.”

**Ethan Tobias '23**  
President,  
Students for Sustainability





# Investing in Our Students

## STRATEGIC INVESTMENTS

**\$70**  
MILLION

Scholarships, grants and aid awarded to students in 2022–2023

**\$4M+**

Amount of endowed and restricted scholarships awarded  
(22% of students)

## PHILANTHROPIC SUPPORT

**\$6.5+**  
MILLION

In new giving in fiscal year 2023

**30%** increase in unrestricted giving  
**12%** increase in annual giving

## MAJOR GIFTS



**\$2.1M+**

from the Hector and Gloria López Foundation for 15 full-tuition grants to first-generation Latino students



**\$500K**

donor gift to double the Bill Munday outstanding business student endowed scholarship



**\$425K**

from the Kozmetsky Family Foundation to support nursing and the community clinic's expansion of mental health services

## FINANCIAL STRENGTH

### REVENUES

Undergraduate Tuition and Fees	\$ 133,938,200
Endowment Scholarships	\$ (3,800,000)
Institutional Financial Aid	\$ (67,034,300)
Graduate Tuition and Fees	\$ 17,253,900
Auxiliaries	\$ 14,791,600
Endowment Spendable	\$ 985,300
Unrestricted Gifts	\$ 369,800
<b>Total Revenues</b>	<b>\$ 96,504,500</b>

### EXPENSES

Salary and Fringe	\$ 57,726,900
Operating Expenses	\$ 27,304,000
Debt Service	\$ 8,649,700
<b>Total Expenses</b>	<b>\$ 93,680,600</b>

**SURPLUS** **\$ 2,823,900**

Pending final audit



## 2023–2024 PRIORITIES

1

### Expand Health Sciences and Technology Programs

- + Accelerated and traditional BSN programs
- + Clinical skills and simulation lab facility
- + Artificial Intelligence (AI) certificate

2

### Grow Partnerships and Experiential Learning Opportunities

- + 85% student participation in internships
- + Paid internships integrated into the curriculum

3

### Close Achievement Gaps

- + Fewer disparities in student achievement and long-term economic mobility

4

### Increase Campus Vibrancy

- + Sustainable new athletic team expansion

5

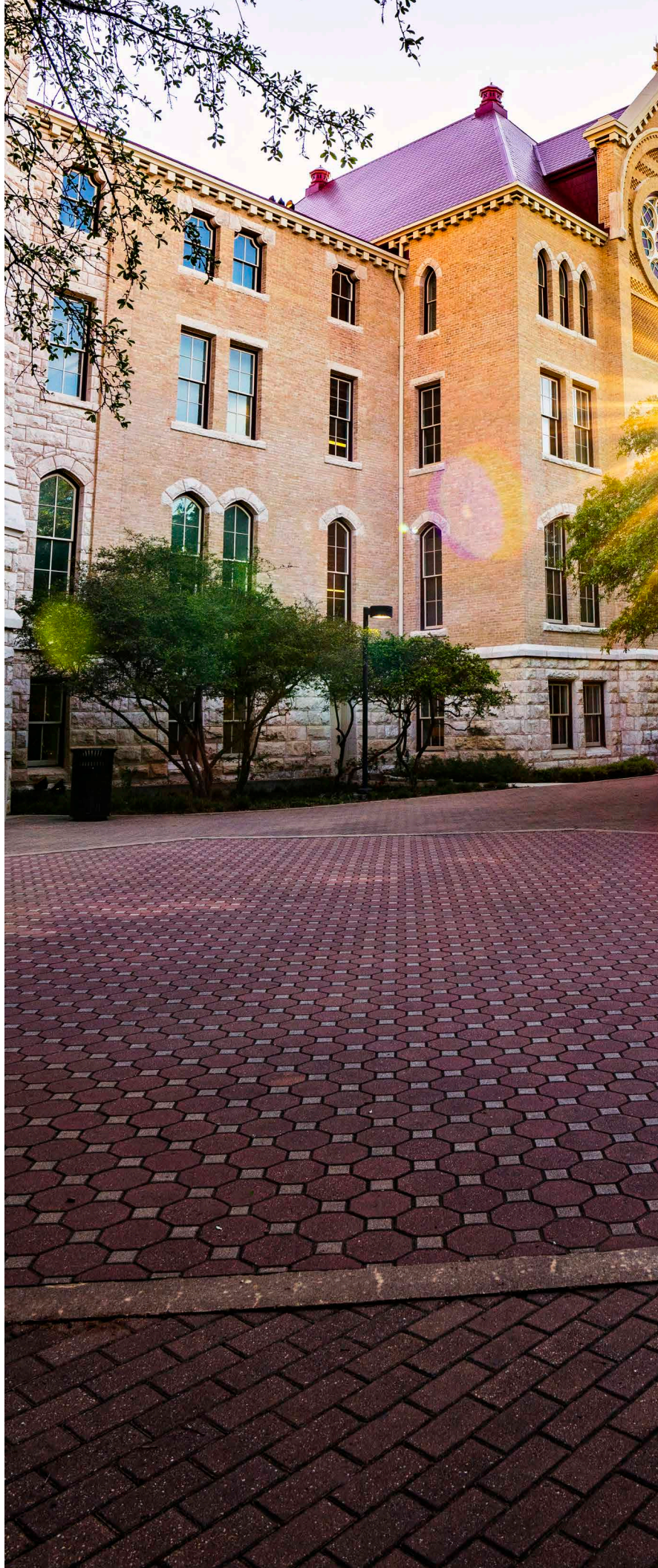
### Prioritize Environmental Justice

- + Collaboration among environmental sustainability academic programs
- + Metrics for energy and water conservation
- + More resources for sustainability-focused student organizations

6

### Build Infrastructure

- + More external grant and foundation funding
- + Faculty policies to elevate scholarly activity
- + Prospective student engagement with academic departments





# As we move into year two of the strategic plan,

**we will elevate the university's visibility,** build financial sustainability and partner with the community to address our region's challenges.

The launch of the RN to BSN program is only the beginning of our **planned offerings in the School of Health Sciences**. Next year we will initiate the accelerated BSN program and a traditional, four-year BSN degree. To prepare for these pre-licensure programs, we are constructing a clinical skills and simulation lab facility and will hire additional faculty.

In the coming year, we will continue to **build partnerships to enable all students to participate in Advanced Experiential Learning**. We also are working toward a goal of 85 percent participation in internships, particularly before senior year. Paid internships will be integrated into the curriculum, so students don't have to choose between earning money and gaining career-relevant experience. All of these efforts reflect intentionality about connecting every student with these transformative opportunities.

These initiatives also help close student achievement gaps. Our ultimate goal is to **eliminate any disparities in student achievement and long-term economic stability** by analyzing our first-year retention rate and graduation rate across demographic groups. In addition, we will collect and analyze data on post-graduation outcomes, including both median incomes a decade after graduation and the amount of debt our students incur. We want to understand the extent to which our graduates achieve social mobility through their St. Edward's education.

We will **continue to build infrastructure** to elevate faculty research, scholarship and creative works. This includes evaluating our tenure policy and faculty workload policy, along with expanding

the types of full time faculty roles at the university. We are also enhancing our infrastructure to support faculty as they apply for external grant and foundation funding. Securing this funding yields both prestige and financial sustainability and expands opportunities for students to engage in research with their professors.

To advance our strategic enrollment management priority, we will build on the success of *It Takes a Village* to **connect prospective students with academic departments**. Once enrolled, these students will be engaged with research and creative opportunities. As our graduates go out into the world as ambassadors for St. Edward's, they also

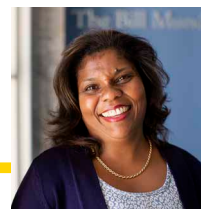
**“We are resolute in our commitment to academic excellence and a more just world for all.”**

will contribute to our enrollment efforts. This virtuous circle supports academic quality, financial stability and institutional visibility.

Finally, we will continue to **prioritize environmental justice**. We will enhance collaboration among our academic programs in environmental sustainability, which span our School of Behavioral and Social Sciences, the School of Natural Sciences and the School of Arts and Humanities. We will establish metrics for energy and water conservation and continue to invest in our sustainability-focused student organizations that champion our shared values.

We are excited to move forward with our vibrant vision for the future of St. Edward's.

*Marianne Ward-Peradoza*



DR. MARIANNE  
WARD-PERADOZA  
PROVOST,  
ST. EDWARD'S UNIVERSITY



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