Saint Mary’s University of Minnesota’s new strategic plan is a road map designed to elevate the university. Strategic Plan 2017 is the next step in a process to launch the university’s second century, building on the significant success of its first century. Saint Mary’s is prepared to take a bold step and claim its place among top-tier national universities. Over the next five years Saint Mary’s will undertake new initiatives and new thinking to brand itself as a well-known top-tier national university recognized for our global footprint and our distinctive commitment to teaching and learning, ethical leadership, the sciences, and online education.

With optimal use of current and future resources, identification and attainment of aggressive enrollment targets, excellent communication and management, and commitment to our Lasallian Catholic identity, the vision of Saint Mary’s University outlined in this plan is well within reach if the entire Saint Mary’s community thinks progressively and acts aggressively in striving to reach these goals.
Dear Colleagues and Friends of Saint Mary’s University:

Five years ago when I was announced as the 13th President of Saint Mary’s University of Minnesota, I was repeatedly asked, “What is your agenda for the university?” At that time and up until now, I have consistently answered, “We’ll figure out the path forward together.” During the past 12 months, the university community has been doing just that as it engaged in a strategic planning process to chart our course over the next five years.

With this letter I am pleased to present the results of those many months of listening, planning and discerning the next best steps. The results have come from hundreds of voices and after hundreds of hours of work on the part of many. My sincere hope is that each one who participated recognizes their voice in some aspect of the strategic plan. If developing the plan has been a long, time-consuming process, implementing and putting the nine goals into actions that are measurable will be even harder. But the time, energy and talent will be well-spent if we achieve the vision of becoming a well-known top-tier national university that produces leaders for today and tomorrow.

In the document “A 21st-Century University,” included in the pages that follow, the current reality of the university is expressed and a glimpse of the future is pointed to in these words:

This is who we are – a transformational and innovative national university with a global footprint. Our 100-year story of success is an extraordinary one, and we remain committed to providing the transformative education needed for our day and time as a modern American university in the Lasallian Catholic tradition.

It is my privilege to serve this great university as President during these transformative times. I look forward to working together to assure that Saint Mary’s University in its second century continues its legacy as a vibrant educational community.

Saint John Baptist de La Salle, pray for us.
Mary, patroness of our university, pray for us.
Live Jesus in our hearts, forever.

Brother William Mann, FSC
President
A Top-Tier National University
Preparation Tomorrow’s Leaders
**A Top-Tier Vision**

Grounded in its Lasallian Catholic identity, Saint Mary’s University of Minnesota is a nationally ranked transformational and innovative university with a global footprint. Saint Mary’s graduates gain the advanced knowledge, skills and critical thinking abilities necessary to be lifelong learners, successful workers, good neighbors and ethical citizens that ensure Saint Mary’s standing as a well-known top-tier national university preparing tomorrow’s leaders.

**Mission**

Enriched by the Lasallian Catholic heritage, Saint Mary’s University of Minnesota awakens, nurtures and empowers learners to ethical lives of service and leadership.

**Strategic Themes**

To realize our vision and advance our mission in the next five years, this plan identifies the strategic themes that will strengthen our capacity to provide the kind of education needed to help our students shape a better world for all. An integrated approach to Lasallian Catholic education permeates each of the three strategic themes of this plan.

**THEME 1**

**Strengthen and Preserve Our Core Mission and Identity**

**THEME 2**

**Innovate and Grow – Three Centers of Excellence**

**THEME 3**

**Steward and Strengthen Our Resources**
A dynamic and transformational learning community
Saint Mary’s University of Minnesota is a dynamic and transformational learning community that provides a person-centered educational experience grounded in excellent teaching and engaged interactive student learning. At the heart of a Saint Mary’s education is the development of meaningful relationships that help the individual learner realize and achieve their potential in a trusting and respectful environment. In this way, we prepare graduates with the advanced knowledge, skills, and critical thinking abilities necessary to be lifelong learners, successful workers, good neighbors and ethical citizens.

We are a comprehensive university that offers an innovative combination of liberal education and professional preparation such that our graduates prosper in today’s knowledge economy and are prepared to meet the challenges of the 21st century. We provide relevant, engaging personal and online learning experiences, and research opportunities supported by a community of educators in order to ignite the potential of each learner. We prepare our graduates richly for the responsibilities and challenges they face as global citizens – citizens whose judgments, decisions and actions will profoundly affect the decency, integrity and sustainability of the human family and our global environment.

We are a Catholic university that prepares graduates with a distinctive identity in fidelity to the Church’s mission in service of the Good News of the Gospel and with a world vision rooted in the Catholic intellectual tradition: a belief in the presence of the divine in all created reality; an appreciation of and thirst for truth and knowledge; an understanding of the unity of faith and reason; a profound reverence for the self, the other and all of creation; a respect for all human life and protection of the vulnerable; the celebration of community and sacrament; a commitment to the issues of peace, justice, solidarity and human equality; and a desire to serve the common good.

We are a Lasallian Catholic university that is a living expression of the vision of John Baptist de La Salle, inspirational 17th-century educational innovator, patron saint of teachers and founder of the De La Salle Christian Brothers: excellent quality education; respect for the dignity of all individuals;
inclusive and participatory community; interiority; accessibility; civility; innovation; belief in the presence of a benevolent God; an ecumenical and inter-religious openness; solidarity with the poor; and advocacy for those suffering from injustices. We do this as a proud partner with 1,000 schools, agencies and universities that constitute the worldwide Lasallian educational network.

Understanding the complex and evolving nature of higher education in the 21st century, Saint Mary’s University is committed to addressing present-day challenges by striving to remain affordable for the families of our students and through distinctiveness in structure and fluidity in operation. Consequently, we function with a number of strong, innovative and complementary units.

The **residential undergraduate** College unit – nestled in the extraordinarily beautiful natural environment of Winona and comprised of the schools of humanities and sciences, arts, education, business, and of a seminary for clergy formation – integrates a four-year undergraduate education rooted in the liberal arts and complemented by a dynamic residential community experience that allows learners to cultivate and refine their intellectual, spiritual and professional capacities for mature leadership. Our commitment to relevant liberal education encompasses knowledge of human cultures and the natural world; hones the skills of critical thinking, analytic reasoning, creativity and effective written and oral communication; and prepares graduates for work, life, future scholarship and ethical lives of service.

The **undergraduate bachelor’s completion** unit of the Schools of Graduate and Professional Programs – in the greater Twin Cities area of Minnesota – recognizes and honors prior educational and life experience, assures an engaging, affordable and accessible learning delivery model, and opens for students successful pathways for career advancement, career transition and graduate education.

The **master’s and doctoral degrees** unit of the Schools of Graduate and Professional Programs – an established leader in flexible and adaptable scheduling and delivery models in each of its schools of business and technology, education, and health and human services – assures accessible and affordable quality private graduate education in the Twin Cities and throughout Minnesota and Wisconsin, provides
relevant, rigorous and relational academic experiences for adult learners through an integration of practical, professional and ethical education offered in dynamic and caring environments, and utilizes industry and community partnerships and a primarily part-time cadre of competent faculty practitioners to deliver programs grounded in the principles of collaborative team-building, commitment to innovation, intercultural competence and practical applied opportunities to integrate scholarship in a real-world context.

The international academic initiatives unit makes operational – both in Kenya and in Jamaica – the university’s commitment to strategic global institutional relationships that respond to the expressed educational needs of underserved Lasallian and Catholic populations around the world.

Together and by association each unit of the university – the undergraduate residential College, the adult-oriented undergraduate bachelor’s completion program, the graduate studies programs of the Schools of Graduate and Professional Programs, and the international academic initiatives – strives to meet learners where they are and to provide them with opportunities for growth in knowledge, professional preparation and personal transformation. In these ways, Saint Mary’s has provided students various and flexible learning options and has remained nimble enough to adjust methods as needs and desires change.

Consequently, enriched by the Lasallian Catholic heritage, Saint Mary’s University of Minnesota proudly awakens, nurtures and empowers learners to ethical lives of service and leadership, strives to transform society one learner at a time, and graduates students who have over the years consistently been successful and risen to levels of leadership in the fields of business, health and human services, government, church, and education.

This is who we are – a transformational and innovative national university with a global footprint. Our 100-year story of success is an extraordinary one, and we remain committed to providing the transformative education needed for our day and time as a modern American university in the Lasallian Catholic tradition.
A well-known nationally ranked university with a global footprint
THEME ONE: Strengthen and Preserve Our Core Mission and Identity

Goal 1  Teaching and Learning: Establish active Centers for Excellence in Learning and Teaching at both the College and the SGPP.

Goal 2  Identity: Perpetuate the Lasallian Catholic heritage and identity.

Goal 3  Residential Experience: Create a vibrant campus and transformational residential life experience at the College.

THEME TWO: Innovate and Grow – Three Centers of Excellence

Goal 4  Sciences: Develop, articulate and execute a new vision for excellence in the sciences for the 21st century.

Goal 5  Leadership Development: Develop, articulate and execute a new vision for excellence in leadership development for the 21st century.

Goal 6  Online Education: Develop and launch a national online education initiative at the SGPP for the 21st century.

THEME THREE: Steward and Strengthen Our Resources

Goal 7  Enrollment: Increase the enrollment and visibility of the university at both the College and the SGPP.

Goal 8  Institutional Sustainability: Optimize the financial and human resources and well-being of the university.

Goal 9  Philanthropy: Grow the university’s endowment and philanthropic investment to support new initiatives, student scholarships, and faculty and staff development.
Strengthen and Preserve Our Core Mission and Identity
Teaching and Learning:
Establish active Centers for Excellence in Learning and Teaching at both the College and the SGPP.

Central to the core mission of Saint Mary’s University is excellence in teaching and learning. Saint Mary’s promotes innovation in curricular and co-curricular activities. We will utilize contemporary educational research and the traditional Lasallian hallmark of the teacher/learner relationship to advance excellence for our faculties in both teaching and learning within the contemporary Lasallian Catholic tradition. Thus, the university seeks to develop faculty and staff with the abilities to develop learners who will connect with and contribute to the world around them and find success in the workplace.

Objective 1.1 Develop and practice methods, techniques and teaching strategies that respond to the learning styles of today’s learners

Objective 1.2 Build the community of collaborative and interdisciplinary teaching and learning and the integration of curricular and co-curricular learning

Objective 1.3 Practice culturally responsive teaching that fosters global, multicultural and civic engagement

Objective 1.4 Significantly integrate technology into teaching and learning
Identity: Perpetuate the Lasallian Catholic heritage and identity.

The Lasallian Catholic identity of Saint Mary’s is integral to the life and mission of the university. Saint Mary’s prepares graduates with a world vision rooted in the Catholic intellectual tradition and the Lasallian spirit, which is a living expression of the vision of John Baptist de La Salle, inspirational 17th-century educational innovator, patron saint of teachers and founder of the De La Salle Christian Brothers. Knowledge of and appreciation for this unique identity is of primary importance.

Objective 2.1 Conduct Lasallian education and formation for faculty, staff and administration

Objective 2.2 Establish an endowment for Lasallian education and formation

Objective 2.3 Stabilize the development of the First-Generation Initiative

Objective 2.4 Develop and implement Lasallian Catholic curricular components and co-curricular opportunities for all students across the university

Objective 2.5 Demonstrate the inclusive ecumenical and interfaith dimension of Lasallian Catholic identity
Residential Experience:
Create a vibrant campus and transformational residential life experience at the College.

At the heart of a Saint Mary’s education is the development of meaningful relationships that help the individual learner realize and achieve his or her potential in a trusting and respectful environment. The residential experience integrates a four-year undergraduate education rooted in liberal arts and complemented by a dynamic residential community that allows learners to cultivate and refine their intellectual, spiritual and professional capacities for mature, ethical leadership and service.

Objective 3.1 Develop learning and living communities at the College that facilitate the integration of curricular and co-curricular learning

Objective 3.2 Facilities: Upgrade residential housing, wellness and recreation facilities, alternative learning commons and student gathering spaces in Winona for both undergraduate and graduate students

Objective 3.3 Programs: Enhance campus ministry, food options, and health and wellness programs

Objective 3.4 Invest in the success and competitiveness of intercollegiate athletic teams
Innovate and Grow – Three Centers of Excellence
Sciences:
Develop, articulate and execute a new vision for excellence in the sciences for the 21st century.

Saint Mary’s University of Minnesota is embarking upon a vision that recognizes the multi-disciplinary nature of science for the future, builds on its rich history of scientific inquiry, stature and achievement, leverages the world-class health services corridor within which it is located, and recognizes the vast and diverse natural environment in which its faculty and students are blessed to live and learn. Saint Mary’s science vision is a call to action that engages the full diversity of students that represent the range and depth of future leaders needed to sustain the planet and cosmos entrusted to us by God.

Objective 4.1 Establish a Science Initiative Visioning Task Force and visioning process

Objective 4.2 Develop a re-imagined multidisciplinary science vision and take graduate science in health care education to a new level of excellence

Objective 4.3 Form strategic partnerships with the major regional health sciences and medical communities and with environmental science organizations

Objective 4.4 Create state-of-the-art space that fosters collaborative and team-based science learning and research
Leadership Development:
Develop, articulate and execute a new vision for excellence in leadership development for the 21st century.

Saint Mary’s University of Minnesota has long been committed to leadership. The university’s mission is to “…awaken, nurture and empower learners to lives of ethical leadership and service.” The university is home to the Hendrickson Institute for Ethical Leadership, the Kabara Institute for Entrepreneurial Studies, and the Saint Teresa Leadership and Service Institute for Women. Building on the university’s commitment to ethical leadership and service, and given the university’s global reach, there exists the need and opportunity to boldly infuse ethical leadership and service throughout and across the university’s curricular and co-curricular experiences. Saint Mary’s vision is a call to action to prepare ethical, conscious, well-equipped and active leaders for the benefit of the neighbor.

Objective 5.1 Integrate leadership theory and practice into curricular and co-curricular programs

Objective 5.2 Leverage and expand the scope and activities of Ethical and Entrepreneurial Leadership, integrating them further into undergraduate and graduate curricular and co-curricular programs

Objective 5.3 Build a robust agenda of speakers, events and experiences to engage students, faculty and staff, alumni and community members
Online Education:
Develop and launch a national online education initiative at the SGPP for the 21st century.

The initiation of high-quality, learner-centered online programs in the SGPP presents a move to the next level of outreach and excellence for the university. Online education increasingly is becoming international and presents another opportunity for the university to be known as a leader in innovative higher education oriented toward the adult learner.

Objective 6.1 Grow the SGPP national and international graduate online degree programs

Objective 6.2 Develop partnerships and establish collaborative relationships that support online education
Steward and Strengthen Our Resources
Enrollment:

Increase the enrollment and visibility of the university in both the College and the SGPP.

A significant part of the university’s strength today derives from a history of wise and prudent fiscal management. Consequently, it is essential the university continue to preserve and expand the strength and well-being of the university’s human and financial resources. However, the university’s ability and capacity to deliver on its educational mission and vision requires a strategic and sustainable approach to managing its talented faculty and staff, its operational and financial resources, to maintaining enrollment at capacity, to managing student financial aid and the tuition discount rate, and to growing philanthropic investment. In an increasingly competitive environment, the university must also ensure that it achieves the financial capacity to sustain and fund its core activities.

Objective 7.1 Develop and execute a new integrated marketing plan and branding initiative

Objective 7.2 Grow and sustain enrollment of the College and research new initiatives such as 3+1 BA/MA honors degree, homeland security studies, physical education minor etc., and programs to improve persistence and graduation rates

Objective 7.3 Grow and sustain enrollment in Schools of Business and Technology, Education, and Health and Human Services at the SGPP

Objective 7.4 Grow and sustain enrollment in the BS degree completion programs at SGPP

Objective 7.5 Grow international graduate degree partnerships at SGPP that include a two-year residential component on the Winona campus
Institutional Sustainability: Optimize the financial and human resources and well-being of the university.

A significant part of the university’s strength today derives from a history of wise and prudent fiscal management. Consequently, it is essential the university continue to preserve and expand the strength and well-being of the university’s human and financial resources. However, the university’s ability and capacity to deliver on its educational mission and vision requires a strategic and sustainable approach to managing its talented faculty and staff, its operational and financial resources, to maintaining enrollment at capacity, to managing student financial aid and the tuition discount rate, and to growing philanthropic investment. In an increasingly competitive environment, the university must also ensure that it achieves the financial capacity to sustain and fund its core activities.

**Objective 8.1** Sustain a commitment to student affordability and accessibility

**Objective 8.2** Maximize auxiliary revenue through increased campus facility utilization

**Objective 8.3** Create a compensation and benefits program directed toward attracting, retaining and rewarding a qualified and engaged workforce
Philanthropy:

Grow the university’s endowment and philanthropic investment to support new initiatives, student scholarships and faculty and staff development.

A significant part of the university’s strength today derives from a history of wise and prudent fiscal management. Consequently, it is essential the university continue to preserve and expand the strength and well-being of the university’s human and financial resources. However, the university’s ability and capacity to deliver on its educational mission and vision requires a strategic and sustainable approach to managing its talented faculty and staff, its operational and financial resources, to maintaining enrollment at capacity, to managing student financial aid and the tuition discount rate, and to growing philanthropic investment. In an increasingly competitive environment, the university must also ensure that it achieves the financial capacity to sustain and fund its core activities.

Objective 9.1 Increase growth in philanthropic investment through new gifts and grants
Over the past eight months, Saint Mary’s University of Minnesota has engaged the university’s stakeholders in a strategic planning process to create a shared vision for the future of the institution. The collaborative planning approach used data to inform dialogue and decisions, identified campus priorities, created a compelling vision and set goals, identified the financial impact of decisions, and created action plans and metrics necessary for implementation and evaluation for the next five years.

**Phase One** began in June 2011 with the appointment of three co-chairs and a strategic planning task force, as well as an ad-hoc committee of the Board of Trustees. The co-chairs and the task force met with the consultant, Dr. Pat Sanaghan, to receive training for the data gathering sessions. In **Phase Two**, over 900 persons, representing various stakeholders of the university, were engaged in structured activities aimed at gathering input on the strengths, weaknesses, obstacles and opportunities for the university over the next five years. Out of this data, **Phase Three** developed a preferred vision statement for the future of the university. **Phase Four** involved putting the vision into action through specific goals that were achievable and measurable. **Phase Five** completed the process by presenting the Strategic Plan 2017 to the Board of Trustees with three strategic themes, nine goals, numerous objectives for achieving the goals, and measurable metrics. On October 5, 2012 the Saint Mary’s University Board of Trustees unanimously adopted the plan.
Enriched by the Lasallian Catholic heritage,

Saint Mary’s University of Minnesota

awakens, nurtures and empowers learners

to ethical lives of service and leadership.