

St. Norbert College
2008-2009 Institutional Strategic Plan
November 4, 2008

1: Reduce our tuition dependence, particularly through increased fundraising, building unrestricted endowment, and pursuing new revenue sources

ACTION STEP 1.1a

Achieve Enrollment Management plan objectives for 2008-2009 for academic excellence.

KEY INDICATORS

- Average act 24, average gpa 3.4
- 87% retention rate (working towards 90% by 2011-2012)
- 66% four year graduation rate, 71% six year graduation rate

ACTION STEP 1.1b

Develop and execute Financial Aid 3-5 year plan to ensure appropriate aid distribution staying within Board approved discount. Complete planning document.

KEY INDICATORS

- Achieve enrollment objectives within financial aid allocated budget
- Improve the recruitment of target groups by using Enrollment Revenue Management System for aid distribution
- Establish agreement on the discount (short and long term) philosophy by Board of Trustees, President and Division of Enrollment Management and Communications as articulated in the financial aid strategic plan.

ACTION STEP 1.1c

Develop additional revenue generating programs working in conjunction with the Revenue Generation Task Force.

KEY INDICATORS

- Submit at least two new significant revenue generating program proposals by the end of the 2008-09 academic year

ACTION STEP 1.1d

Boost alumni giving participation from 18% to 21%.

KEY INDICATORS

- Participation rate 21%

ACTION STEP 1.1e

Obtain \$1.5 million in gifts to the endowment.

KEY INDICATORS

- Endowment gifts total \$1.5 Million

ACTION STEP 1.1f

Raise \$1.7million for St. Norbert Fund.

KEY INDICATORS

- St. Norbert Fund total is greater than \$1.7 million

ACTION STEP 1.1g

Seek additional sources of funding

KEY INDICATORS

- Student Affairs will apply for at least three new grants

2: Pursue academic excellence and enhance national recognition

ACTION STEP 2.1a

Align the Office of Communications services to better achieve national visibility and enhance academic reputation and meet college-wide marketing and new media needs.

KEY INDICATORS

- Institutional marketing plan
- Staff dedicated to institutional marketing
- Staff dedicated to new media
- 20% expansion of national media coverage
- Utilizing inauguration and new president in garnering expanded exposure
- Online tour, magazine online presence, video on web and enhanced e-marketing (target audience segmentation)

ACTION STEP 2.1b

Launch access and affordability campaign.

KEY INDICATORS

- College representative on WAICU visibility steering committee
- Offer regional financial aid programming
- Media campaign on access and affordability
- Further implementation of Financial Aid communication plan including creation of new tools on affordability and aid process (website, brochure, six featured student stories, presenting programs in recruitment territories)
- NEW programming for parent education, particularly under-represented populations

ACTION STEP 2.1c

Develop and enhance awareness of the Center for Norbertine Studies as a focal point for international research on the history and spirituality of Premonstratensians.

KEY INDICATORS

- The CNS Director will give paper at International Congress on Medieval Studies at Kalamazoo on medieval Norbertine spirituality in May 2009
- Develop book series Premonstratensian Texts & Studies in conjunction with Cistercian Publications and The Liturgical Press, with first volume delivered to the press by Dec. 8, 2008

ACTION STEP 2.1d

Articulate an SNC understanding of academic excellence.

KEY INDICATORS

- Focused discussion groups during 2008-09 academic year
- White paper published outlining key components of academic excellence for community discussion beginning 2009
- Invoke campus wide discussions for key components during the 2009-2010 academic year

ACTION STEP 2.1e

Assess and apply performance and quality measures.

KEY INDICATORS

- Programs reviewed for effectiveness using the Change Model/Core Competencies
- The change Model will be presented in at least one national or regional conference
- Assessment cycle developed and at least one unit review completed using professional standards and CAS
- SA Performance & Quality report will become annual and published on website
- SNC will apply for at least one national recognition/award in co-curricular service learning

3: Develop a campus climate that fully characterizes civility, inclusivity and diversity

ACTION STEP 3.1a

Achieve Enrollment Management plan objectives for 2008-2009 for diversity.

KEY INDICATORS

- Increased number of students of color (working towards 10% by 2010)
- 45% males, 55% females

ACTION STEP 3.1b

Create a culture within the division that is more inclusive.

KEY INDICATORS

- Staff participation in at least three cultural competency workshops
- Divisional participation in college-wide diversity committee

ACTION STEP 3.1c

Make progress in recruiting and maintaining a more ethically, racially representative student body.

KEY INDICATORS

- A more diverse applicant pool than previous years
- 48 First year students of color
- Second year of Admission Possible with minimum enrollment of 5 students
- \$125,000 in diversity scholarships above and beyond standard awards
- Achieve all goals in multicultural recruiter plan

ACTION STEP 3.1d

Promote increased civility and respect for diversity through educational programs.

KEY INDICATORS

- Develop and offer a four-part series of panel presentations through which students learn about diverse religious perspectives on a common question.

- Provide a series of at least three visits to local houses of worship representing various religious traditions.
- Introduce community members to behaviors from *Choosing Civility* by P.M.Forni by promoting training programs such as “Safe Zone Ally” and others that counter discrimination of various forms.
- Provide at least one workshop on Nonviolent Communication.

ACTION SETP 3.1e

Promote a greater understanding of the 2008 rearticulation of the mission statement.

KEY INDICATORS

- Develop a model that visually describes and clarifies SNC’s motto and three traditions. Present to President’s Cabinet, at divisional meetings, iCamp, and others as requested.
- Finish DVD: “*Communio: Living the Tradition*”.
- Finish “Mission at a Glance” Document.
- Distribute bookmarks with rearticulated mission statement to the SNC community.
- Replace framed mission statement posters throughout campus.
- Collaborate with Faculty Development to offer seminars on the Catholic Intellectual Tradition.
- Offer at least two dialogue sessions for community members who want to learn more about our traditions.

ACTION STEP 3.1f

Recruit alumni volunteer to assist in recruiting students of color

KEY INDICATORS

- Alumni is recruited and named by May 1, 2009

ACTION STEP 3.1g

Develop a strategy to implement the recommendations from the President’s Commission on Women and the President’s Task Force on Diversity Policy and Best Practices.

KEY INDICATORS

- A written summary including recommendations will be submitted to President Kunkel

ACTION STEP 3.1h

Provide increased opportunities for professional development.

KEY INDICATORS

- At least 12 training opportunities will be offered
- 25% of staff will attend at least one training opportunity
- Each division will increase opportunities for professional development

ACTION STEP 3.1i

Continue implementation of cultural competence education.

KEY INDICATORS

- All departments will demonstrate incorporation of at least 3 cultural competence criteria developed by Multicultural Student Services in services and programs
- Completed design and implementation of a residential discussion series focused on diversity education

4: Improve the physical plant, technological infrastructure, and environmental sustainability

ACTION STEP 4.1a

Support the President's Climate Commitment, the work of the Environmental Sustainability Committee, and the Environmental Club by conducting programs on climate change and environmental sustainability.

KEY INDICATORS

- Promote and participate in Recyclemania and other relevant national initiatives.
- Develop and offer a film series on climate.
- Participate in and promote Earth Week (April 19-25).
- Conduct a program on Biofuels & Food Insecurity (possibly during Poverty Awareness Week).
- Maintain the Composting Program with Dining Services and expand to include Phil's.
- Disseminate findings of the first Environmental Sustainability Survey and re-administer in spring 2009
- Develop an operational as well as education plan for Residential Education & Housing to support the College's efforts towards going green

ACTION STEP 4.1b

Complete construction of the state-of-the-art Mulva library

KEY INDICATOR

- Library will be open for the 2009-10 academic year
- LEED points are implemented in building
- Project within budget

ACTION STEP 4.1c

Oversee completion of schematic designs for a renovated/new science facility

KEY INDICATORS

- Schematic design for the new facility will be completed with LEED points by summer 2009

ACTION STEP 4.1d

Raise \$4 million for the Outdoor Athletic Complex

KEY INDICATORS

- Increase of \$4 million for the Outdoor Athletic Complex

ACTION STEP 4.1e

Employ additional environmental sustainability practices

KEY INDICATORS

- A written summary documenting environmental sustainability practices implemented will be submitted to President Kunkel
- At least 3 new environmental sustainability practices implemented

ACTION STEP 4.1f

Complete construction of residence hall.

KEY INDICATORS

- Building complete by May 31, 2009
- Project within budget

5: Improve outreach and service to the region and local community

ACTION STEP 5.1a

Increase curricular and co-curricular service and reflection opportunities.

KEY INDICATORS

- Develop the Center for Community Service and Learning, including:
 - * Assist two faculty members in planning reflection for their academic service-learning classes, and assist two co-curricular service leaders in planning reflection for their service experiences.
 - * Meet twice during the academic year with SNC staff co-curricular service leaders, professors involved with academic service-learning, and students to discuss the current state of service and learning at SNC.
 - * Develop and pilot partnership agreement formats for curricular and co-curricular service experiences with two community partners.
 - * Utilize the PARE model with one academic class and two co-curricular groups.
 - * Discuss, evaluate and decide whether SNC is ready to apply for Carnegie Foundations community engagement classification.
- Enhanced and completed assessment protocol and completion of at least two Carnegie Classification criteria for community engagement and service learning
- Further develop the trips program cosponsored by Campus Ministry and LSE by offering new trip focuses and sights in response to student interest
- At least two new or revised courses with substantial service learning components will be approved and included in the 2009-10 course schedule
- At least three faculty/student collaborative research projects focusing on community issues will be completed each academic year

ACTION STEP 5.1b

- Enhanced partnerships with local groups

KEY INDICATORS

- Standing meetings with De Pere Police Department, Brown County Emergency Management, Citizen Corp. (CERT), and Sexual Assault Response Team (SART)
- Community partnership handbook will be completed for co-curricular service-learning

ACTION STEP 5.1c

Increase St. Norbert College employee attendance at co-curricular events

KEY INDICATOR

- St. Norbert College employee attendance increase by at least 5 percent

