

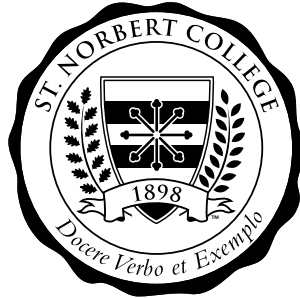
St. Norbert College
Strategic Plan
2016-21



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Our Mission

St. Norbert College, a Catholic liberal arts college embracing the Norbertine ideal of communio, provides an educational environment that fosters intellectual, spiritual and personal development.

Our Vision

St. Norbert will take its place among the most highly esteemed Catholic liberal arts colleges in the United States. Building on its traditions, it will be an exemplar of a college that fully prepares students for success in a complex world, and its outstanding faculty, staff and students will live its motto: Docere Verbo et Exemplo (To Teach by Word and Example).

Strategic Plan Overview

St. Norbert College, a Catholic liberal arts college embracing the Norbertine ideal of *communio*, provides an educational environment that fosters intellectual, spiritual and personal development.

The college will thrive by being a national exemplar of a liberal arts institution, upholding our motto of “to teach by word and example.” This advance will reflect the successful pursuit of excellence by every member of the college community.

We believe that excellence must sit at the center of three areas: how we teach and learn, lead and serve, and live and work. In each of these areas, foundational principles serve as the basis for our definition of excellence and guide our strategic planning and operational decision-making:

TEACH AND LEARN

- Ensure that every admitted student can succeed.
- Provide an integrated and transformative educational experience that supports the development of the whole student.
- Reimagine our programs to meet the needs of today’s students.
- Encourage full-spectrum pedagogy and the incorporation of high-impact practices throughout the curriculum.
- Support faculty in their pursuit of excellence and innovation in both teaching and scholarship.

LEAD AND SERVE

- Become more financially independent of tuition.
- Build a sustainable campus and be responsible stewards of our environment.
- Foster a diverse and inclusive campus community.
- Be an engaged community partner.
- Enhance our leadership role in Catholic and liberal arts higher education.

LIVE AND WORK

- Commit to recruiting and retaining the best talent we can.
- Deepen individual and collective understandings of our Norbertine values, and strive to live by them.
- Commit to continuous improvement in all we do.
- Deliver the policies, opportunities, tools and resources that faculty and staff need to excel.
- Build, renovate and maintain facilities to ensure that our residential and instructional spaces serve contemporary students.
- Create a respectful, civil and safe climate for all.

To advance our vision of St. Norbert as a national exemplar, the college will focus on five significant initiatives over the course of this strategic plan. These initiatives are big, broad, and ambitious. They’re meant to be. While each has its component parts, we envision these as truly institutional, multi-pronged and interdivisional initiatives -- the kind of efforts that, as we work together, genuinely advance and distinguish St. Norbert College. The five initiatives are:

1. Educational Experience
2. Access and Affordability
3. Talent Management
4. Operational Excellence
5. Identity

Initiative 1: Educational Experience

CONTEXT

As external forces and market pressures related to higher education continue to evolve, it will be incumbent upon individual institutions to enhance and more fully articulate their distinctive identity within the marketplace. As part of that process, colleges and universities must also think carefully about what programs they offer, how those programs are meeting the needs of today's students and their communities, and what kinds of pedagogies are being employed throughout the educational process. Rather than being seen as disconnected and distinct, the curricular and the co-curricular should be integrated to provide students with transformative knowledge, skills and experiences that will prepare them for fulfilling lives as global citizens in the 21st century.

CONNECTION TO PRINCIPLES

This initiative supports the following principles:

- **Teach and Learn:** Ensure that every admitted student can succeed.
- **Teach and Learn:** Provide an integrated and transformative educational experience that supports the development of the whole student.
- **Teach and Learn:** Reimagine our programs to meet the needs of today's students.
- **Lead and Serve:** Enhance our leadership role in Catholic and liberal arts higher education.
- **Live and Work:** Deepen individual and collective understanding of our Norbertine values, and strive to live by them.

MAJOR ACTIVITIES

In pursuit of this initiative, the college will undertake the following major activities:

- **One: Integrate learning experiences**
Create a campus-wide set of learning goals that encompasses both curricular and co-curricular educational experiences.
- **Two: Enhance the First-year Experience**
Develop a first-year course or mandate an expanded First-year Experience by making it a graduation requirement. This course/experience will include the college's identity as a Catholic, Norbertine and liberal arts institution as a central theme, and will be integrated with co-curricular advising and retention efforts.
- **Three: Incorporate gateway and/or impactful practices as defined by AAC&U**
Add as many as five high-impact practices (taken from a list of curricular and co-curricular educational experiences) to the graduation requirements.
- **Four: Promote student success**
Establish a peer mentoring program to help students succeed academically and socially.
- **Five: Promote Full-spectrum pedagogy**
Expose students to the full spectrum of pedagogical techniques by encouraging and enabling faculty to make use of the pedagogy that is best suited to their subject matter and incorporates contemporary teaching practices.
- **Six: Consolidate and build on St. Norbert's reputation for international education**
The Center for International Education will reimagine the types and duration of the college's study abroad offerings for domestic students; build up the number of its ESL and its degree-seeking international students; and engage faculty and guest speakers to underscore our place in the global community.

TIMELINE AND PROCESS

Activity	2016-17	2017-18	2018-19	2019-20	2020-21
Integrate learning experiences	●	●	●	●	
Enhance the First-year Experience	●	●	●		
Incorporate high-impact practices		●	●	●	
Promote student success		●	●	●	
Promote full-spectrum pedagogy	●	●	●	●	●
Build on reputation for international education	●	●	●	●	●

INDICATORS OF SUCCESS

- Development and implementation of a common set of college-wide learning goals. Rubrics will be written to assess student progress on goals.
- Establishment of a first-year course/or FYE as a graduation requirement that increases retention, knowledge of program goals and satisfaction over 2014-15 assessment results.
- Development of graduation requirements for and transcriptable indicators of the number of high-impact practices that students complete, and assessment of the impact of these practices on performance on learning goals.
- Establishment of a peer mentoring program that increases retention and satisfaction over 2014-15 results with the college experience.
- Assessment of the full spectrum of pedagogical techniques, and increased use of contemporary teaching practices, especially technology-enhanced pedagogy.
- Create a revamped menu of study-abroad programs by the end of year two of the plan, and show continuous annual growth in ESL and international-baccalaureate enrollments throughout the life of the plan.

Initiative 2: Access and Affordability

CONTEXT

As tuitions continue to rise, and incomes for all but the highest wage earners remain stagnant or in decline, many students and their families face a stark choice: assume a crippling amount of debt to finance a college education or forgo that education altogether. But we will continue to seek a third way – one in which we provide the resources those families lack. We will remain a place where even those of modest means can enrich their lives, and where opportunity is given to those who otherwise would have none. To realize that goal, we must increase financial aid.

Because finances are not the only barrier to entry, we must also strive to make the college more accessible in other ways. For some prospective students, that means an easier path to entry from their current institution; for others, a course of study that aligns with their career goals; for still others, reassurance that they will be welcomed and supported here. To achieve these will require new partnerships and programs.

CONNECTION TO PRINCIPLES

This initiative supports the following principles:

- **Teach and Learn:** Ensure that every admitted student can succeed.
- **Teach and Learn:** Provide an integrated and transformative educational experience that supports the development of the whole student.
- **Teach and Learn:** Reimagine our programs to meet the needs of today's students.
- **Lead and Serve:** Become more financially independent of tuition.
- **Lead and Serve:** Foster a diverse and inclusive campus community.

MAJOR ACTIVITIES

In pursuit of this initiative, the college will undertake the following major activities:

- **One: Develop new educational partnerships**
Partner with other institutions, both to facilitate new-student enrollment at St. Norbert and to provide cooperative programming (e.g., the Bellin nursing partnership) attuned to students' educational and career aspirations.
- **Two: Enter new recruitment markets**
Identify opportunities in new markets, research and determine the feasibility of the most promising of these, and pursue them.
- **Three: Increase the endowment**
Increase the endowment as a whole to provide greater certainty in college financial planning; increase the scholarship endowment to bring greater predictability to both merit and need-based award processes; and increase the endowment for faculty and programs to allow for more flexible, responsive budgeting college wide.
- **Four: Promote student retention**
Plan, develop and fund a comprehensive student success program to help students thrive.

TIMELINE AND PROCESS

Activity	2016-17	2017-18	2018-19	2019-20	2020-21
Develop new educational partnerships	●	●	●	●	
Enter new recruitment markets		●	●	●	
Increase the endowment	●	●	●	●	●
Promote student retention		●	●	●	●

INDICATORS OF SUCCESS

- Establish four new educational partnerships by May 31, 2019.
- Assess three new student recruitment markets, and enter two, by May 31, 2019.
- Secure \$40 million in new and pledged scholarship endowments and \$15 million in new faculty and program endowments by May 31, 2020.
- See continuous improvement (year over year during plan) in meeting a higher percentage of SNC students' unmet need.
- Increase the three-year average for freshman-to-sophomore retention to 86 percent by May 31, 2020.

Initiative 3: Talent Management

CONTEXT

Higher education is a people-intensive enterprise. Current economies are recovering, creating new opportunities for workers and increasing competition. The higher-education landscape today requires high-level workforce effectiveness to achieve institutional goals. Strategic talent management must be utilized to make this happen. The right people need to be in the right jobs, at the right time. Human resources are the college's most valuable, making up 60 percent of annual expenditures.

CONNECTION TO PRINCIPLES

This initiative supports the following principles:

- **Live and Work:** Commit to recruiting and retaining the best talent we can.
- **Live and Work:** Commit to continuous improvement in all we do.
- **Live and Work:** Deliver the policies, opportunities, tools and resources that faculty and staff need to excel.
- **Lead and Serve:** Foster a diverse and inclusive campus community.
- **Lead and Serve:** Enhance our leadership role in Catholic and liberal arts higher education.

MAJOR ACTIVITIES

In pursuit of this initiative, the college will undertake the following major activities:

- **One: Provide the tools and training to increase employee efficiency**
Because employee compensation constitutes more than 60 percent of college expenditures, the affordability of higher education cannot be addressed without investing in the necessary tools to improve employee efficiency. Efficiency is not an end in itself, but a means to enhance quality. This strategy will be addressed in a way that ensures quality is not compromised and financial sustainability is enhanced.
- **Two: Offer competitive salary and benefits**
Review our compensation plan – including current benchmarks and expectations for attainment of the prescribed benchmarks; the current pay-for-performance strategy; and the value of longevity and service to the college. This review will be guided by the college's compensation philosophy^(a). Employment benefits are a substantial component of the overall compensation package, and the college will strive to continue to offer a competitive benefit package.
- **Three: Increase professional development**
Create more opportunities for professional development among both faculty and staff.
- **Four: Address leadership development/succession planning**
Plan and implement a robust program to identify and develop leaders.
- **Five: Advance diversity and inclusion**
Continue to seek to diversify the college's faculty, staff and students.

TIMELINE AND PROCESS

Activity	2016-17	2017-18	2018-19	2019-20	2020-21
Increase employee efficiency			●	●	
Offer competitive salary and benefits			●	●	●
Increase professional development	●	●			

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Activity	2016-17	2017-18	2018-19	2019-20	2020-21
Address leadership development/succession planning		●	●	●	●
Advance diversity and inclusion			●	●	●

INDICATORS OF SUCCESS

- A downward trend over this five-year plan in the ratio of compensation expense to revenue.
- A decrease in the percentage of times an employee leaves, or does not accept an offer of employment from SNC, due to inadequate salary.
- An increase in the percentage of employee salaries at not less than 90 percent of their benchmark over the five-year plan.
- An increase in professional-development activities completed by employees over the five-year plan.
- An increase in internal promotions of qualified employees.
- A continued increase in faculty, staff and students of color over the five-year plan.
- An increase in percentage of women and people of color among college leadership, especially in the faculty over the five-year plan. “College leadership” for this purpose is defined as members of the Core Leadership team.

^(a) With academic excellence at the core of the college’s mission, the goal of the college’s compensation philosophy is to enhance the quality of work life by recruiting, retaining and motivating employees whose work ethic and behaviors are valued and needed to fulfill that mission. St. Norbert College’s overall compensation objective is to award its employees fair and equitable total compensation in terms of salaries and benefits, in comparison to individuals in comparable positions inside and outside the college.

This is accomplished by:

- Using appropriate economic indices with respect to the appropriate labor markets.
- Rewarding excellence in employee performance.
- Rewarding longevity and service to the college.
- Maintaining a healthy budget so that employees can be adequately compensated.

Adhering to this compensation philosophy supports the maintenance of a strong community based on the Norbertine tradition.

Initiative 4: Operational Excellence

CONTEXT

The higher education landscape has changed significantly over the last several decades. Students demand more services from their institutions than ever before, at a time when revenue opportunities – including the ability to continue to increase tuition rates – are declining. In such an environment, institutions must change the way they think about how they do business. Colleges and universities must be more focused and efficient in their operations, leveraging technology to create those efficiencies as well as improve the overall student experience. Perhaps even more important, institutions must think more strategically about what they do, and what they should stop doing, in order to bring the same level of excellence and quality found in their academic programs to their administrative operations.

CONNECTION TO PRINCIPLES

This initiative supports the following principles:

- **Lead and Serve:** Become more financially independent of tuition.
- **Lead and Serve:** Build a sustainable campus and be responsible stewards of our environment.
- **Lead and Serve:** Enhance our leadership role in Catholic and liberal arts higher education.
- **Live and Work:** Commit to continuous improvement in all we do.
- **Live and Work:** Deliver the policies, opportunities, tools and resources that faculty and staff need to excel.

MAJOR ACTIVITIES

In pursuit of this initiative, the college will undertake the following major activities:

- **One: Review and prioritize programs**
Design and implement a process to regularly review curricular, co-curricular and administrative programs for continued relevance, and maintain, enhance or discontinue programs as appropriate based on that review.
- **Two: Reallocate resources strategically**
Conduct a college-wide review to identify resources that should be reallocated to better align with current institutional needs and strategic priorities.
- **Three: Through technology, improve business processes**
Identify, review and refine business processes, leveraging technology to ensure that processes are efficient, user-friendly and mobile first.
- **Four: Pursue shared-services opportunities**
Explore opportunities to share noncompetitive administrative services with other institutions to reduce costs.
- **Five: Improve overall campus experience, including facilities and technology**
Formalize plan to continue refresh of residential and non-residential facilities, and technological infrastructure.
- **Six: Assess sustainability efforts**
Institute at least one new green initiative each year.

TIMELINE AND PROCESS

Activity	2016-17	2017-18	2018-19	2019-20	2020-21
Review and prioritize programs		●	●	●	
Reallocate resources strategically			●	●	●
Improve business processes	●	●	●		
Pursue shared services			●	●	●

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Activity	2016-17	2017-18	2018-19	2019-20	2020-21
Improve overall campus experience	●	●	●	●	●
Assess sustainability efforts and add initiatives	●	●	●	●	●

INDICATORS OF SUCCESS

- Development of a process for ongoing/continual human and financial resource review and allocation by the end of year three of the plan.
- Implementation of an initial review of human and financial resources and identification of not less than 2 percent of those resources for reallocation by the end of AY17.
- Implementation of a systematic process and schedule of review for curricular, co-curricular and administrative programs by the end of year one of the plan, with implementation beginning in year two.
- Documentation of at least 80 percent of major business processes for each administrative division by year three of the plan.
- Identification and exploration of at least two opportunities to share services with other institutions or consortia.
- Operating expenses do not rise at a greater rate than revenue in all budget years of the plan.
- Endeavor to discontinue programs or services at the same rate that they are initiated in each year of the plan.

Initiative 5: Identity

CONTEXT

To attract students of quality and diversity in a highly competitive landscape, colleges must clearly define themselves and their points of difference. Many struggle: Words like “opportunity” and “excellence” are part of every institution’s brand vernacular, such that the institutions become indistinguishable from one another. But St. Norbert is unique – and uniquely appealing to prospective students. We are small; residential; welcoming; affordable; part of the fabric of northeast Wisconsin. Our faculty teach; our students serve; our teams excel; our facilities impress. Catholic and Norbertine, we uphold the sacred dignity of each person; value both faith and reason; nourish both mind and spirit; treat religious questions with gravity. We respond to the needs of our community, champion justice and strive for sustainable peace. Taken together, these facets create a compelling story that only we can claim, and we must assert the uniqueness of our brand in order to thrive.

CONNECTION TO PRINCIPLES

This initiative supports the following principles:

- **Teach and Learn:** Provide an integrated and transformative educational experience that supports the development of the whole student.
- **Lead and Serve:** Be an engaged community partner.
- **Lead and Serve:** Enhance our leadership role in Catholic and liberal arts higher education.
- **Live and Work:** Deepen individual and collective understandings of our Norbertine values, and strive to live by them.
- **Live and Work:** Deliver the policies, opportunities, tools and resources that faculty and staff need to excel.
- **Live and Work:** Create a respectful, civil and safe climate for all.

MAJOR ACTIVITIES

In pursuit of this initiative, the college will undertake the following major activities:

- **One: Assert our brand**
Clearly articulate St. Norbert College’s points of difference and distinction in our external communications.
- **Two: Affirm our Catholic identity**
Write a Catholic Identity Statement that clarifies how our campus understands what we mean by Catholic; puts the Catholic tradition into practice; engages the Catholic intellectual tradition; appreciates how our Catholic identity increases academic freedom; and includes concepts of vocation and green initiatives.
- **Three: Celebrate Norbertine tradition**
Strengthen the campus culture of prayer and reflection, as an expression of our Norbertine tradition.
- **Four: Emphasize our liberal arts focus**
Highlight the ways a liberal arts education prepares students to succeed and lead as global citizens.
- **Five: Integrate mission into hiring**
Develop information and practices through which faculty and staff will encounter and engage the college’s core traditions throughout the stages of their employment at St. Norbert College.

TIMELINE AND PROCESS

Activity	2016-17	2017-18	2018-19	2019-20	2020-21
Assert our brand	●	●			

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Activity	2016-17	2017-18	2018-19	2019-20	2020-21
Affirm our Catholic identity	●	●			
Celebrate Norbertine tradition		●	●	●	
Emphasize our liberal arts focus	●	●	●	●	●
Integrate mission into hiring	●	●	●	●	●

INDICATORS OF SUCCESS

- By the end of year four of the plan, at least 75 percent of all faculty and staff will meet or exceed expectations regarding an understanding of the college's Catholic and Norbertine traditions.
- A book for general audiences will be published on the life of Norbert of Xanten by year four of the plan
- Increase the number of students, from 2014-15 data, who select the liberal arts as a first or second major.

