



COLLEGE *of* SAINT ELIZABETH

Learn today, lead tomorrow.

SERVING OUR MISSION Strategic Plan 2015-2020

MISSION STATEMENT

The mission of the College of Saint Elizabeth, sponsored by the Sisters of Charity of Saint Elizabeth, is to be a community of learning in the Catholic liberal arts tradition for students of diverse ages, backgrounds, and cultures.

Through the vision and values of Elizabeth Ann Seton, Vincent de Paul and Louise de Marillac and rooted in Gospel values and in Catholic Social Teaching, the College of Saint Elizabeth affirms its solidarity with the poor and its commitment in service to the community.

VISION STATEMENT

The College of Saint Elizabeth will be nationally recognized for educating individuals who seek an education focused on engaged learning for leadership in service to others.

CORE VALUES

The College of Saint Elizabeth as an engaged institution of higher education, driven by mission and informed by our Catholic and Sisters of Charity traditions, seeks to live the following core values to achieve our mission, vision and strategic goals

INTEGRITY

As a community we are called to unite in honesty, trust and mutual respect and be transparent in our choices.

SOCIAL RESPONSIBILITY

As a community we are required to support the just and ethical well-being of individuals and communities to promote justice, diversity, and sustainability.

LEADERSHIP

As a community we are inspired and empowered to move beyond our own boundaries to be accountable, to innovate and to transform for the common good.

EXCELLENCE IN TEACHING AND LEARNING

As a community we are committed to creating a stimulating learning environment that promotes critical inquiry and the holistic development of the individual.

STRATEGIC DIRECTION

Academic Programs: We will build on our strong history of highly engaged academic programs focused on making women full members of society by assuring that our programs meet the current and future needs of the community. This will be accomplished by:

- Developing a five year plan for introducing high quality, innovative new programs;
- Increasing the number of programs offered through new pedagogies including online and hybrid;
- Creating faculty development to support engaged pedagogy and scholarship;
- Establishing a robust program of internal review;
- Developing an innovative model for adult learning; and
- Investing in opportunities for women to lead;
- Improving freshmen to sophomore retention rates;
- Ensuring educational offerings are complemented by workforce training and appropriate job skills.

Affordability and Value: We will fulfill our Catholic traditions and support Catholic Social Teaching specifically maintaining focus on being in solidarity with the poor and meeting the needs of the communities in which our various constituencies live and work. This will be accomplished by:

- Increasing student engagement with alumni and friends;
- Creating a college-wide learning community committed to living in a diverse, global society;
- Assuring that the total cost of attendance will be at or below the 50th percentile of the private comparison institutions in New Jersey;

- Developing a completion incentive program for undergraduate students who begin enrolling in 2016 based on the student meeting pre-determined requirements; and
- Increasing the endowment by 5 million dollars.

Recruitment and Retention: We will reach out to new and emerging markets to enroll students of promise and provide a strong support system to maximize their success. This will be accomplished by:

- Increasing international recruiting;
- Creating a plan to maximize enrollment of highly qualified students from traditionally underrepresented populations; and
- Enhancing student support services to achieve four and six year graduation rates above the national average.

Branding and Marketing: We will focus on telling the College's story of making higher education available to individuals who have not traditionally had access to college. As we continue to grow and change, we will enhance the story to include plans for the College of Saint Elizabeth of the future. This will be accomplished by:

- Establishing a distinctive brand;
- Demonstrating, marketing and messaging the value of a CSE education using an integrated, multi-channel approach;
- Developing a plan to assess communication reach, message understanding and market growth;
- Completing assessment of the co-ed education and university status and implementing the results of the assessment; and
- Advancing a communication plan for all constituencies reflective of core values of: Integrity, social responsibility, leadership and excellence in teaching and learning.

Physical Plant Improvements: We will provide high quality living and learning spaces that support a robust academic and social life for our students. This will be accomplished by:

- Creating a learning commons;
- Improving residence halls;
- Planning for a new student center;
- Initiating academic learning space improvements; and
- Assuring ADA compliance in Santa Maria.