

STRATEGIC PLAN 2018-2022



UNIVERSITY OF SAINT KATHERINE

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Foreword

At the University of Saint Katherine, we gain our inspiration from Jesus Christ, from our sense of purpose, and from our lived experience in creating with our students, supporters, and the Board of Trustees a phenomenal new university.

The learning environment we are nurturing is uniquely attuned to the needs of the ever-changing 21st century precisely because it takes the long view, emphasizing the knowledge, skills, and attitudes that will serve students throughout their lives.

From the founding of the University in 2010 the mission has been, and continues to be, to provide a balanced education in the liberal arts and sciences, founded and rooted in the life of the Orthodox Christian tradition - **Inquiry Seeking Wisdom.**

I am delighted to share our strategic plan.

-- Frank Papatheofanis, MD, PhD



Board of Trustees: Arturo Alemany, Daniel Braun (Chair), Dn. Tom Braun, Penny Brunner, Dr. Thomas Buchanan, John Dempsey, Dr. Andrew Geleris, Angelo Georggin Esq., Despina Georggin Esq., Steven Kreta, Dr. Frank Papatheofanis, Saba Saba, Concetta Smarius, Carol Vassiliadis, James Waters Esq., Dr. Terry Orr-Weaver

Developing the Plan

This strategic plan is the product of serious deliberation over many months. Faculty and staff engaged in strategic planning discussions in 2017 in order to elaborate on the university's founding strategic plan. An analysis of the university's position and detailed value statements were produced. Participants came up with many ideas for improving the university, but found it difficult to achieve the prioritization, sequencing, and budget alignment required to make it a truly strategic plan.

In the summer of 2018, through structured interviews, workshops, and surveys, the document was transformed by adding long-term goals and a consensus set of strategies and tactics sequenced over three years, aligned with the budget, and consistent with accreditation standards. Contributors during the 2018 process included the Board of Trustees, the President, President's Cabinet, Chairs of the degree programs, other faculty, staff members, Student Senate officers, and an alumna.

President's Cabinet:



David Huwiler
Chief Academic
Officer



Ryan West
Chief Financial
Officer



Marina Trigonis
Dean of Admissions
and Registrar



Daniel Stange
Athletics Director

Chairs of the Degree Programs:



Evan Getz
Humanities



Pete Boukouzis
Business



Jessica Rodriguez
Kinesiology



A. Chistina Grobin
Natural Sciences

Our Values

<p>Student-Centered Pedagogy - The University values student-centered pedagogy and creative teaching to maximize learning and engagement. Frequent formal and informal student-faculty interactions, Socratic dialogue, and a strengths-based approach to teaching and assessment contribute to dynamic learning environments.</p>	<p>Proverbs 4:13 "Take firm hold of instruction, do not let go; Keep her, for she is your life."</p>
<p>Integrative and Interdisciplinary Scholarship - Scholarship at the University represents a synergy that connects learning and life by balancing empirical inquiry with the seeking of Wisdom. Our liberal arts curriculum aims to equip students for pursuing truth, to promote dialogue between different perspectives and disciplines, and to educate the whole person.</p>	<p>James 3:17 "But the wisdom that is from above is first pure, then peaceable, gentle, willing to yield, full of mercy and good fruits, without partiality and without hypocrisy."</p>
<p>Authentic Community - The University strives to create an authentic and inclusive Christian community through a holistic approach to student life. Building a robust network of relationships and friendships across students, faculty, and staff enriches a diverse student body and deepens our spiritual journeys.</p>	<p>Hebrews 10:24-35 "And let us consider one another in order to stir up love and good works, not forsaking the assembling of ourselves together, as is the manner of some, but exhorting one another, and so much the more as you see the Day approaching."</p>
<p>Active Service - The University values active service through compassionate action and an intellectual environment for engaging questions of justice and mercy. Drawing on theological wellsprings, we manifest a commitment to lived Christian faith through service to our neighbors and solidarity with those in need.</p>	<p>Galatians 6:9-10 "And let us not grow weary while doing good, for in due season we shall reap if we do not lose heart. Therefore, as we have opportunity, let us do good to all, especially to those who are of the household of faith."</p>

Our Mission

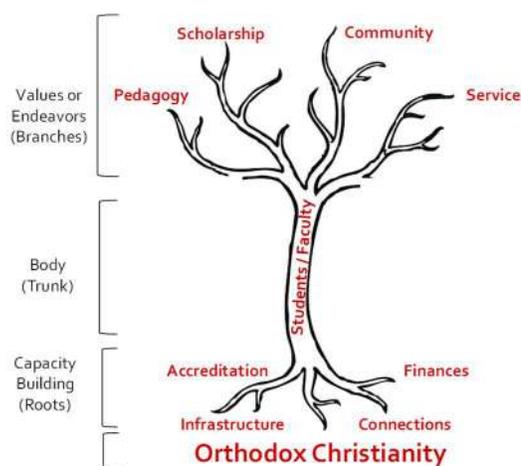
To provide a balanced education in the liberal arts and sciences, founded and rooted in the life of the Orthodox Christian tradition - **Inquiry Seeking Wisdom.**

Our Vision

Inspire lives of learning, faith, and action through a distinctive and transformative Christian education.

Conceptualization of Goal Areas

We conceptualized the university's goal areas in terms of a tree, a living organism. The university is rooted in the soil of Orthodox Christianity. Its capacity to grow and flourish depends on spreading roots in areas such as accreditation, finances, infrastructure, and external connections and relationships. We have a student body and faculty body which we seek to grow. The school values of pedagogy, scholarship, community, and service are also our endeavors, valuable in themselves and the fruits they produce.



Goals and Strategies

We support 7 broad goals through 20 strategies, listed below. The strategies are pursued through detailed tactics distributed across the academic years of the strategic plan. A list of tactics is available in a separate file at [Institutional Research and Strategic Planning – University of Saint Katherine \(usk.edu\)](https://www.usk.edu/institutional-research-and-strategic-planning)

1. ORTHODOXY: Promote an Orthodox Christian-inspired education and a vibrant Christ-centered campus life.

- A. Broaden programming themes related to Christian faith and worship.
- B. Increase Orthodox Christians to 2% of the student body.

2. CAPACITY BUILDING: Cultivate the processes, resources, and relationships needed for enduring success.

- A. Ensure cash flow to cover operating expenses.
- B. Instill evidence-based administrative policies and practices, including shared governance.
- C. Scale up university spaces to accommodate expanding enrollment.
- D. Strengthen relationships with other universities and academic bodies.

3. SCALE: Amplify the University's unique voice in higher education through expanded enrollment and programming.

- A. Implement promising practices to obtain a student retention rate of >70%
- B. Increase total enrollment to 245 undergraduates by 2021-2022.
- C. Recruit and retain faculty and staff with the potential to bring local and national recognition to the University



Goals and Strategies

4. PEDAGOGY: Teach so that students learn about the world and about themselves.

- A. Address global competencies to prepare students to thrive in a diverse, interconnected world.
- B. Conduct a comprehensive curriculum review across the University.
- C. Offer experiential learning to all undergraduates.
- D. Initiate professional development and lifelong learning courses/programs.



5. SCHOLARSHIP: Involve students and faculty in advancing their fields.

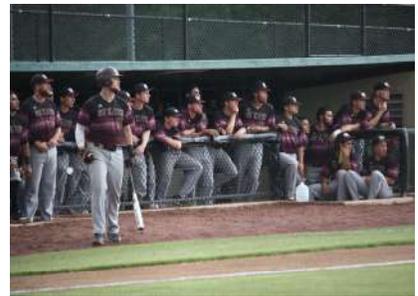
- A. Encourage all students to engage in research aligned with their interests and abilities.
- B. Develop the university's leadership role in the larger academic community.



Goals and Strategies

6. COMMUNITY: Put moral and ethical leadership at the center of campus life.

- A. Promote student involvement in building a responsive, inclusive, healthy, and environmentally respectful community.
- B. Enhance athletic programs distinguished by competitive success and academic accomplishments of their student athletes.
- C. Establish a robust network that engages alumni, current students, and prospective students.
- D. Expand services to all students, including first-generation freshmen, to promote healthy and successful lives.



7. SERVICE: Enrich students' and neighbors' lives through action.

- A. Encourage and facilitate community service as a lifelong habit.



How to Get Involved

1. Get to know us!

- ✓ Visit USK. Contact Dean of Admissions/Registrar Marina Trigonis at mtrigonis@usk.edu to schedule a tour and meetings with faculty or staff.
- ✓ Attend a USK sporting event. See the schedule at uskathletics.com. Contact Athletics Director Daniel Stange at dstange@usk.edu to meet a coach.

2. Put the word out!

- ✓ Encourage college-bound teenagers you know to apply to USK. A high school or community college GPA > 3.5 may earn a Presidential scholarship of \$10,000 each year for 4 years.
<https://www.usk.edu/financialaidandscholarships>
- ✓ Like us on Facebook and follow us on Instagram. Share your favorite posts on your own page so your friends can get to know us too.
<https://www.facebook.com/stkath/>
<https://www.instagram.com/universityofsaintkatherine/>

3. Make a donation!

- ✓ A cash donation to the General Fund at USK gives us the most flexibility to direct your gift to where it is needed most.
- ✓ Should you wish to support a specific program or activity, exciting opportunities are available at every dollar level. Please contact University President Dr. Frank Papatheofanis at fpapath@usk.edu for details.

4. Pray for us!

- ✓ Please remember us in your prayers. For inspiration, read about the life of St. Katherine, the teenager who successfully debated the philosophers of her day, proving that Wisdom can be gained at any age.

