

STRATEGIC PLAN 2018-2022

FINAL REPORT



UNIVERSITY OF SAINT KATHERINE

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A WORD FROM THE PRESIDENT

I am pleased to share a report on the University of Saint Katherine's 2018-2022 Strategic Plan. By the grace of God and the hard work of many, our faculty, staff, and students achieved in all areas of the Strategic Plan. Continuous engagement by the Board of Trustees, President's Cabinet, and Academic Senate ensured that the focus on mission, vision, and goals was maintained. Faculty, student, and alumni surveys and interviews provided crucial feedback and new insights.

The pandemic and associated mandates and economic fallout led to creativity as well as challenge. Worldwide use of Zoom has permanently broadened communication and pedagogical options. Simultaneously, enforcement of safety measures and the University's small size allowed a faster and more consistent return to on-campus and sports activities than at many educational institutions. A deteriorating neighborhood led urgency to the successful search for new facilities.

The world and the University have both changed so much that it is time for a new Strategic Plan. Currently under final review, it will be posted on the University's website, www.usk.edu.

Frank Papatheofanis, MD, PhD
President and Founder
University of Saint Katherine



OUR MISSION

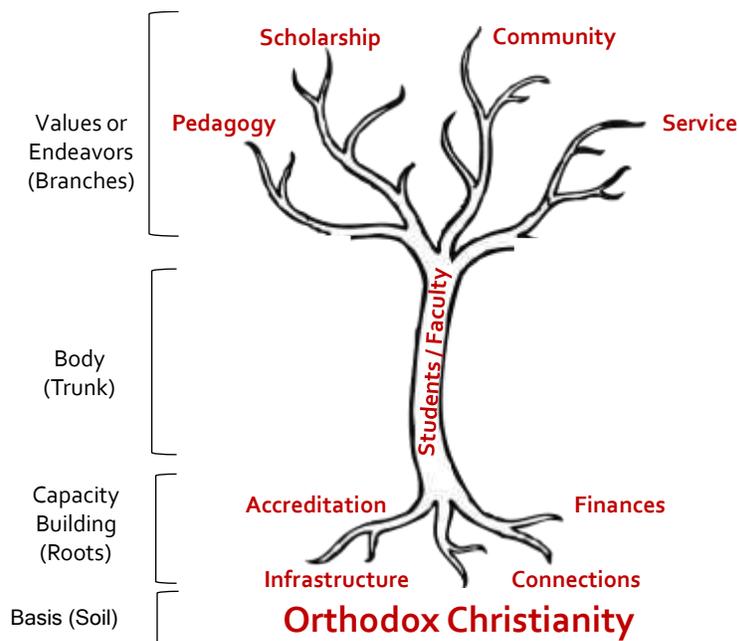
To provide a balanced education in the liberal arts and sciences, founded and rooted in the life of the Orthodox Christian tradition - **Inquiry Seeking Wisdom.**

OUR VISION

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

GOAL AREAS

We conceptualized the University's goal areas in terms of a tree, a living organism. Sprouting from the soil of Orthodox Christianity, we are spreading roots to build capacity. We seek to grow the student body and faculty body. The school values of pedagogy, scholarship, community, and service are also our endeavors, valuable in themselves and the fruits they produce.



GOAL 1. ORTHODOX CHRISTIANITY

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

- Weekly Chapel continued via Zoom during the pandemic until September 2021, when it resumed on campus
- Required New Testament class changed to a Bible class to include important Old Testament context
- FCA and OCF chapters; spiritual formation of athletic coaches
- Speakers have included Metropolitan Savas, Fr. Turbo Qualls, Very Rev'd Alexander Rentel
- Articulation agreement with Institute of Orthodox Christian Studies in Cambridge, England; began joint lectures



GOAL 2. CAPACITY BUILDING

Cultivate the processes, resources, and relationships needed for enduring success.

- Expanded Academic Senate, reinvigorated committees to play strong governance role
- Upgraded the student financial aid service and integrated it with Admissions
- COVID-19 experience strengthened our ability to cope with sudden change
- New buildings for academics/administration and for athletics
- Financially stable throughout this period
- Enhanced institutional research capabilities via membership in the Higher Education Data Sharing Consortium
- Frequent and well-documented management meetings
- Surveys, meetings, and presentations broadened input into strategic planning



GOAL 3. SCALE

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

- Fall 2018 enrollment: 196 BA/BS. Fall 2021 enrollment: 244 BA/BS, 22 MAOL
- More applicants with solid high school or community college GPAs
- Retention has improved despite COVID-19 challenges
- New courses and concentrations offered via consortium of small colleges
- Dual enrollment program for high school students
- Higher pay for part-time faculty
- Improved office and kitchen/lounge space for all faculty and staff



GOAL 4. PEDAGOGY

Teach so that students learn about the world and about themselves.

- Addition of CSS 100 (College Success Strategies) to 1st year curriculum
- Faculty development program holds regular training and sharing sessions
- Schoolwide initiative to increase writing expectations in courses
- Interdisciplinary Core courses realigned to reflect a clear progression in academic rigor and with Orthodox Christianity as a unifying element
- Program Learning Outcomes assessed for all degree programs
- Federal work-study funds provide students with paid experiential learning opportunities as tutors, health aides, and facilities workers
- All Kinesiology students and some students in other fields completed internships in the community
- Two certification prep classes: Registered Behavior Technician and ACE Personal Trainer
- Added first Master's program (MA in Organizational Leadership)
- Received approval for two more Master's programs, in Kinesiology and Theology



GOAL 5. SCHOLARSHIP

Involve students and faculty in advancing their fields.

- Master of Arts in Organizational Leadership program accredited and implemented. Led to creation of an IRB. Multiple student research proposals have passed through it.
- Capstone projects, required of all students in order to graduate, are presented in a school-wide poster session
- Faculty members including David Williams, Bethany Getz, and Jiji Osiobe have published recently.
- Active faculty & staff book club and a new faculty writing group.



GOAL 6. COMMUNITY

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

- Strong athletics program that reinforces importance of academics and service. Athletics team-based study halls help student athletes maintain academic discipline.
- Hosted a speaker on human trafficking, an example of attention to moral issues
- Recycling bins throughout USK premises.
- Started a USK food pantry and closet
- Expanded free mental health services, both in-person and by video chat
- Expanded career services
- President's Letters, Monday Memos, Student Newsletters, and other communications have helped bind us together as a community.
- Alumni survey showed interest in renewing ties with the University.



GOAL 7. SERVICE

Enrich students' and neighbors' lives through action.

- Many students exceed the service requirement of 5 hours/semester.
- Service activities ranged from beach clean-ups to food bank distribution to homebuilding.
- Letter of appreciation from Habitat for Humanity
- USK won an NAIA Champions of Character award for community service, good behavior during competitions, and strong academic performance.
- Student reflections demonstrated the impact of service on moral development.



How to Get Involved

1. Get to know us!

- ✓ Visit USK. Contact Admissions at admissions@usk.edu to schedule a tour and meetings with faculty or staff.
- ✓ Attend a USK sporting event. See the schedule at www.uskathletics.com.

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.
- ✓ 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 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.

