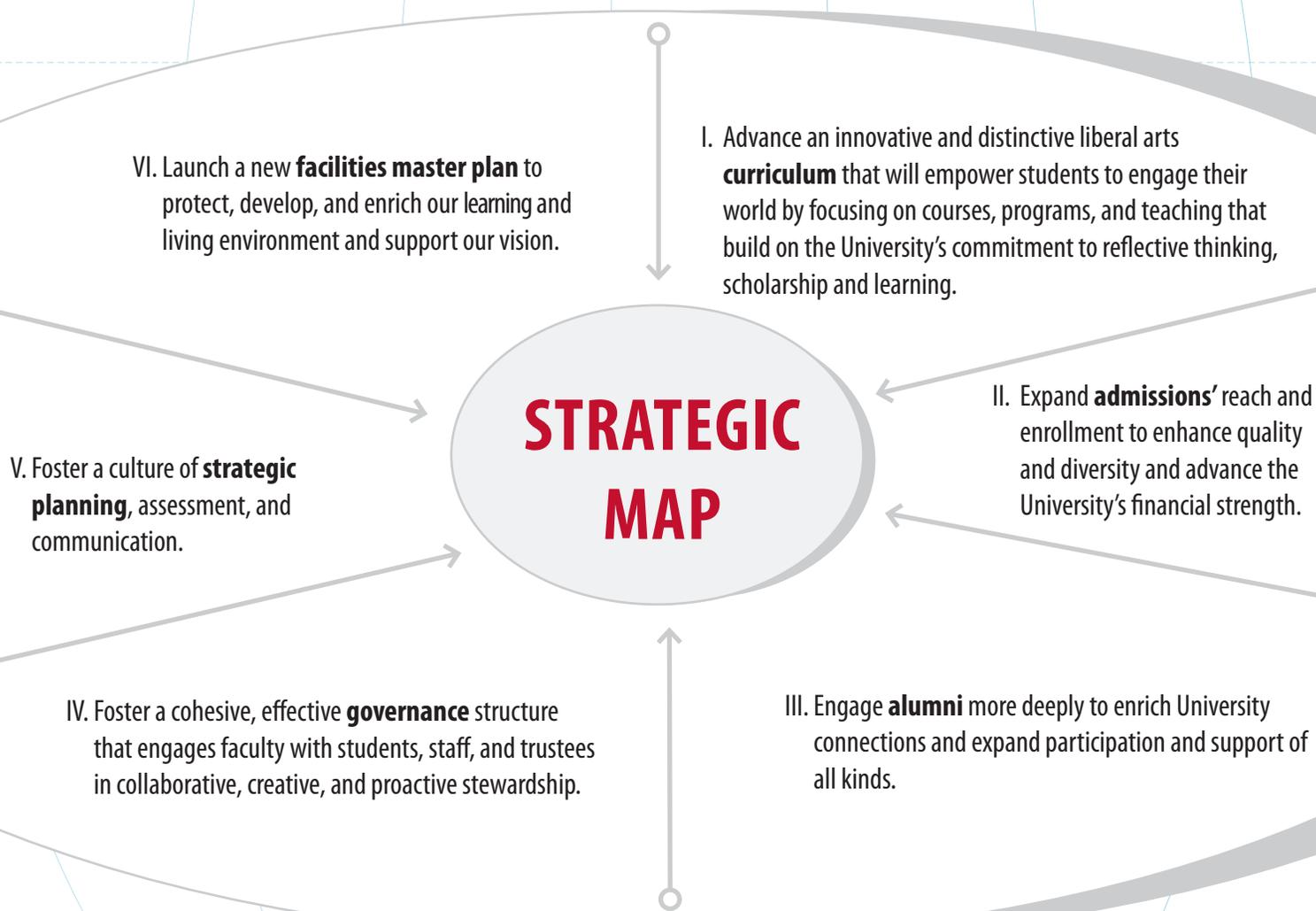


THE ST. LAWRENCE PROMISE

Strategic Map



St. Lawrence University inspires students and prepares them to be critical and creative thinkers, to find a compass for their lives and careers, and to pursue knowledge and understanding for the benefit of themselves, humanity, and the planet. Through its focus on active engagement with ideas in and beyond the classroom, a St. Lawrence education leads students to make connections that transform lives and communities, from the local to the global.

Drawing on the best of the liberal arts tradition, we provide an education that is personally and intellectually challenging. We push our students to ask deep, even unsettling questions from multiple perspectives and to be responsible for the ways they move through the world. At the same time, we surround them with a supportive community as they engage in complex processes of personal and intellectual discovery. By cultivating an atmosphere that is both intellectually rigorous and attentive to the whole person, we excel at helping students reach their full potential.

From our nationally recognized First-Year Program to our many opportunities for advanced research, St. Lawrence is known as an innovative leader in the liberal arts. The core of our mission is critical inquiry, pursued through the dynamic collaboration of students, faculty, and staff. Our classrooms, laboratories, libraries, and studios are vibrant spaces where dedicated teacher-scholars challenge students to take a direct role in and responsibility for their own education. Our commitment to integrative learning requires students to explore questions, problems, and solutions that cross traditional boundaries between disciplines, subjects of inquiry, and modes of knowledge. Our numerous off-campus study and community-based learning opportunities, whether in the North Country or on the other side of the globe, reflect our belief that the best learning happens when students actively engage with the world in all its diversity and complexity. Our extensive co-curricular activities, residential campus, and engaged and dedicated alumni provide rich opportunities for making personal, intellectual, and professional connections that often last a lifetime.

The opportunity to make connections with others from diverse backgrounds and with different experiences is also essential to the process of preparing students for a life of meaningful work, service, and citizenship. Therefore, St. Lawrence will continue to recruit and retain students, faculty, and staff who represent the diversity of our local, national, and global communities. Similarly, we will continue to build knowledge connections by supporting the innovative scholarly and creative work that remains a crucial foundation of excellent teaching.

This **Strategic Map** is a vision for the coming decade to help guide us as we build on our tradition of innovation to deepen and multiply the kinds of critical connections that make the liberal arts so transformative. It is an institutional agenda for all of St. Lawrence that will evolve as we work and learn from it. The details will be charted in supporting documents and a range of initiatives in the curriculum, admissions, communications, and facilities. Successful implementation of these and other initiatives will require that we redouble our commitments to sustainability and democratic participation while nurturing in all Laurentians a spirit of collective responsibility for the present and future of the University. Our continued careful financial planning, combined with a new, ambitious fundraising initiative, will help make the map's vision a reality.



Our Goals:

Over the next decade, St. Lawrence University will

- Advance an innovative and distinctive liberal arts curriculum that will empower students to engage their world by focusing on courses, programs, and teaching that build on the University's commitment to reflective thinking, scholarship and learning.
- Expand admissions' reach and enrollment to enhance quality and diversity and advance the University's financial strength.
- Engage alumni more deeply to enrich University connections and expand participation and support of all kinds.
- Foster a cohesive, effective governance structure that engages faculty with students, staff, and trustees in collaborative, creative, and proactive stewardship.
- Foster a culture of strategic planning, assessment, and communication.
- Launch a new facilities master plan to protect, develop, and enrich our learning and living environment and support our vision.

I. Advance an innovative and distinctive liberal arts curriculum that will empower students to engage their world by focusing on courses, programs, and teaching that build on the University's commitment to reflective thinking, scholarship and learning.



Key objectives:

- Develop a new, integrative general education curriculum by fall 2013.
- Make experiential learning a focal point of the University's educational program, including working toward providing guaranteed internships as well as expanding leadership opportunities, community-based learning, and mentored research.
- Pursue creating a business arts major and related experiential learning opportunities rooted in the liberal arts, as well as other programs that address evolving curricular needs.
- Explore creating a center to examine issues of diversity.
- Enhance commitment to faculty scholarship, research and creative endeavors.
- Highlight our location and geography as it supports our mission, building on our expertise in and service to the North Country, the Adirondacks, and Canada.
- Enhance and further develop sustainability as a core element of our educational programs.
- Review technology needs and bolster the use of technology in growing a creative, innovative, and forward-thinking teaching and learning environment.

St. Lawrence University has made great strides in enriching its academic experience over the past decade, adding 19 new faculty positions, nearly a dozen new majors and international programs, and myriad new student-faculty research opportunities. Our challenge now is to continue to evolve to meet the changing needs of students and society while remaining competitive amid a new economic reality.

We will do so by building on the strengths and talents of our faculty and staff, fostering the close faculty-student interaction and the nurturing and supportive academic and residential environment that fosters reflective thinking and creative endeavor. Our academic program will be challenging and innovative, and will prepare graduates for successful personal, professional, and civic lives.

We also recognize the need to examine new approaches to teaching and learning. The curriculum and programming being developed will look beyond traditional department alignment and existing organization to explore connections among disciplines that highlight the advantages of liberal arts learning in the 21st century, offering students an education that fosters creativity by crossing boundaries and bridging the lines of differences.

We will embrace a regular process for reviewing and assessing the curriculum that allows for greater adaptability, including the flexibility to add, consolidate, and repurpose programs. We will be more focused on student outcomes, and on continuing to develop a diverse body of graduates who are creative, environmentally conscious, globally aware, and committed to a lifetime of learning and service.

High-impact learning occurs when the traditional classroom is connected to outside experiences: internships, interdisciplinary seminars, student-faculty research, community-based learning and off-campus study. We will expand internships and add experiential learning opportunities so that all St. Lawrence students will graduate with at least one such experience as a vital component of their preparation for their lives and careers. Moving toward guaranteeing internships will be a priority, with the aim of increasing participation by students in internships of all kinds from just under half of the student body to 65 percent by 2014.

Technology will play a key role in experiential learning and in other areas across the curriculum. We will be a leader in embracing technology inside and outside the classroom in our teaching and career planning, while also reflecting on the implications of that technology for learning and for society as a whole. We will seek guidance for best practices from faculty on campus and elsewhere who are innovating with technology. And we will investigate alternative modes of teaching and learning, including online, blended, and hybrid learning, consistent with our residential liberal arts mission.

Building on our existing strengths and talents will allow us to focus on opportunities for distinctiveness while remaining fully engaged globally and locally. This will include appreciating and valuing our connections to our local and regional communities and emphasizing our expertise across disciplines in studies related to the North Country, the Adirondacks, and Canada.

II. Expand admissions' reach and enrollment to enhance quality and diversity and advance the University's financial strength.



Key objectives:

- Implement a new admissions plan targeting expanded national and international markets for prospective students.
- Increase undergraduate enrollment by 160 students, adding 40 a year, starting with the Class of 2015.
- Review and develop new financial aid strategies to help meet need while decreasing the discount rate.
- Continue to increase off-campus learning opportunities and better market them to current and prospective students.
- Examine adding or expanding other programs to meet student and prospective employer needs, to help market the University, and to provide additional revenue while being mindful of opportunities for better use of facilities year-round.
- Launch a comprehensive communications and marketing plan by summer 2012.

St. Lawrence has enjoyed a solid reputation as an exceptional liberal arts institution in a major, traditional Northeastern marketplace and, over the past decade, has more than doubled its applications for admission, significantly increasing its selectivity. At the same time, demographic projections have shown that the pool for qualified students is shrinking because of competition and a shift to other geographic locations. We must cast a wider net to find the next generation of Laurentians. The “new norm” in a sustainable financial model must also be understood to mean a “new critical mass” in St. Lawrence’s enrollment planning.

We will search for new markets where we can recruit more high-achieving students of means or lower need while continuing to provide access to students with higher need and working to contain or reduce student debt. We will continue to review our enrollment and financial aid strategies to improve revenues from tuition while recognizing that our students’ ability to “afford the opportunity” is vital to our future.

We will gradually increase undergraduate enrollment with these considerations in mind, and continue to review and assess its impact each year. As we grow, we will maintain our deep commitment to enhancing quality and diversity in all its forms, including enrolling first-generation, North Country, and international students. We will improve and expand related campus services, including ensuring that faculty and staff are properly resourced and students are properly supported. And we are committed to maintaining a student-faculty ratio no higher than 14:1.

We will explore adding programs that can grow revenue while supporting our mission and making better use of our facilities throughout the year. This may include, for example, creating graduate and second bachelor’s degree programs, adding online and life-enrichment courses, and expanding our summer programming, as well as offering “alumni colleges” for study and travel.

As we reach out to new areas and work to recruit more students from existing markets, it will become increasingly important to communicate effectively our significant “added value.” We will work to clarify and communicate the characteristics that make St. Lawrence stand above its peers: academic excellence, education for critical life skills, and deep and meaningful student relationships with peers, professors, and staff leaders. We will demonstrate this value of a St. Lawrence education by effectively telling our story through a comprehensive communications and marketing plan. The plan will be creative, proactive and strategic in increasing awareness and raising the reputation of St. Lawrence.

III. Engage alumni more deeply to enrich University connections and expand participation and support of all kinds.



Key objectives:

- Build the next generation of loyal volunteer leadership.
- Develop a new system to coordinate, track and communicate information about alumni careers and accomplishments.
- Engage alumni with faculty and others in the admissions process to assist with reaching new markets and recruiting exceptional students.
- Expand work with alumni to fulfill the promise of the “St. Lawrence Network” by creating more and better internship and career opportunities.
- Broaden programming, both on and off campus, to provide more opportunities to connect with and engage alumni with students and with each other.
- Launch a new, comprehensive fundraising initiative within the next five years.

St. Lawrence completed a fundraising campaign in 2011 that raised more than \$172 million – transforming campus and supporting academic priorities such as faculty-mentored research. Annual fundraising on average has increased over the same decade. Yet alumni participation remained under 40 percent. We will develop fresh fundraising initiatives to broaden participation and giving and to develop the next generation of St. Lawrence philanthropic traditions to support our highest ambitions.

One of St. Lawrence’s greatest strengths is the powerful connection alumni share with one another and with other members of the University community. This connection to the essential work of the University manifests itself in the many ways that alumni support St. Lawrence students in internship experiences and career planning.

We will enhance and communicate this distinction to prospective students and alumni. Prospective students and their families who are seeking “outcomes” in the form of career opportunities and a strong alumni support network will find that at St. Lawrence.

The University will develop more ways to engage alumni on and off campus as admissions ambassadors, in networking and career opportunities, and in giving. We will celebrate alumni careers and giving to encourage and enhance both.

Achieving these goals and others in this map will require a renewed and enhanced fundraising effort that fully engages alumni and other friends of the University. St. Lawrence will develop a case for a new fundraising initiative around the guiding themes of “building lives of consequence,” “enhancing the liberal arts education,” “making green – sustainability – the third St. Lawrence color,” and “affording the opportunity.”

IV. Foster a cohesive, effective governance structure that engages faculty with students, staff, and trustees in collaborative, creative, and proactive stewardship.



Key objectives:

- Establish a task force to review governance and decision-making for efficiency, effectiveness, planning, and communications, and to recommend a new structure that encourages stronger collaboration among all constituencies.
- Review internal communications and explore the development of intranet sites and portals to better connect offices, departments, programs, and the entire University community.

To help us realize this vision, it will be essential that we consult and broadly explore best practices to develop a governance structure that emphasizes and fosters collaboration among faculty, students, staff, and trustees, and that encourages responsive and creative approaches to problem solving.

We will convene a task force of faculty, staff, and administration to review the current governance structure and to bring back to the Board of Trustees for its approval recommend changes to improve effectiveness and collaboration. The task force's work will be informed by current internal discussions and a study of literature and effective models at other institutions. It will include an examination of various University committees and their roles followed by recommendations for restructuring.

A more collaborative, responsive, and productive governance system will help us more effectively address our needs and act on our ambitions. Progress will require trust in decisions based on our collective expertise and made in the best interests of the University community. Creating a culture of communication, engagement, and openness throughout our University community and implementing mechanisms to facilitate the exchange of perspectives and ideas across campus will be essential to achieving this goal.

V. Foster a culture of strategic planning, assessment, and communication.



Key objectives:

- Review the role and charge of all University departments and offices involved in assessment and strategic planning to determine how they can best support the development and implementation of this strategic plan and its initiatives.
- Develop a reporting system (internal and external) for strategic initiatives, including an intranet site to track progress and incorporate suggestions for new initiatives.
- Examine the cost and benefits of creating an office that could provide support and training for assessment and strategic planning.

Implementing the goals of this Strategic Map and ensuring the continued and growing success of the University will depend on an institutionalized practice of strategic planning and assessment. Benchmarking our progress will be a key factor toward achieving our goals.

Our initiatives involving curriculum, student outcomes, academic and co-curricular programs, facilities, governance, fundraising, alumni engagement, and others must be continually assessed and evaluated to ensure they are following best practices and meeting learning goals and fiscal obligations. We will create viable mechanisms to track and report these elements and allow us to reflect and refocus when necessary.

VI. Launch a new master facilities plan to protect, develop, and enrich our learning and living environment and support our vision.



Key objectives:

- Develop and implement a new facilities master plan by fall 2012 to direct campus growth and use and to align support for evolving needs in teaching, learning, and campus life.
- Outline facilities priorities for comprehensive fundraising campaign, including maintenance plans and endowments.

St. Lawrence has completed a 12-year campus building plan, investing more than \$200 million over that period in new or renovated facilities, including the Johnson Hall of Science and the Sullivan Student Center among other significant projects.

A new facilities master plan will allow us to align the exciting vision of this map with our campus, its needs, and its possibilities. Direction for updating, maintaining, and adding buildings will emerge from it, all in the context of the University's dedication to sustainability and the importance of technology in its advance. It will outline ways to use technology more effectively in all facilities to enhance teaching and learning, energy efficiency, and use for new programs and external organizations.

We will explore expanding academic, athletics, and residential facilities, both through renovation and new construction, to support new initiatives in enrollment, teaching, and student life. The University will seek funding from multiple sources, including government grants and private fundraising, to support the development of the campus master plan and its initiatives.

Laurentians are proud of all we have collectively accomplished since our founding in 1856 and of the great strides we have made in recent decades. The initiatives in this map will:

- build on that history;
- amplify our tradition and our successes; and
- thrive on the strong connections that already define our community.

THE ST. LAWRENCE PROMISE

It is this foundation and our commitment to expanding our ambitions that will help our students to achieve at the highest levels and make important contributions on campus and around the world.

This Strategic Map serves as a promise to the University community that we will work together with a shared sense of mission to protect St. Lawrence's future, strengthen its position as a leader in the liberal arts, and deliver on our commitment to a lifelong experience of learning.

