



*Sister Jane Gerety*



## *Message from the President*

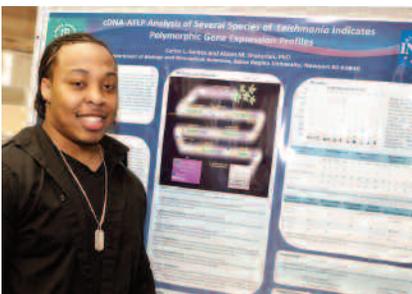
Some things endure. Some things grow and change over time. At Salve Regina, the mission endures and the tradition of the founding Sisters continues to hold us. This beautiful university in the City by the Sea will always be Catholic, will always be Mercy, will always encourage students to work for a world that is harmonious, just and merciful.

As technology advances, knowledge explodes and the needs of the world evolve, the University must grow and change in order to remain strong and relevant. Salve Regina also prides itself on striving for excellence and therefore must implement new ideas in order to improve. The strategic planning process ensures that all our actions are deliberate and focused, and also creates accountabilities so that each member of the Salve Regina community takes ownership of his or her part of this great work.

Over the past year, the Salve community has engaged in a rigorous process of assessment and planning that has helped us to recognize our strengths and identify areas where we need to improve. We now better understand that we are - like most institutions of higher education today - a comprehensive university. Our curriculum combines the exploration of the liberal arts, that have for generations asked the timeless questions, with solid, relevant preparation for the professional world of work that our graduates will enter.

This strategic planning process was designed to guide our decisions and, for me, it has made the pathway clearer. I believe we must concentrate our energy on the academic flowering of the University and continue to foster a culture of intellectual adventure for students and faculty alike. We need to support the continued development of our current faculty and to seek new colleagues who will strengthen our programs and enrich our shared sense of academic community. We must enhance our most vital existing programs and invent new, signature programs that meet the needs of a new world. We must integrate the best academic foundation with experience in the world of work to fully prepare our students for lives of accomplishment and service.

In implementing this plan, we promise to care for our students who place their trust in us. We promise to use all the resources at our disposal to ensure each student's success - always with the hope that they will use all that Salve has given them for their own good, for the good of others, and for the good of our ever-changing world.



# Salve Regina University Strategic Plan

## MISSION STATEMENT

As a community that welcomes people of all beliefs, Salve Regina University, a Catholic institution founded by the Sisters of Mercy, seeks wisdom and promotes universal justice. The University, through teaching and research, prepares men and women for responsible lives by imparting and expanding knowledge, developing skills and cultivating enduring values. Through liberal arts and professional programs, students develop their abilities for thinking clearly and creatively, enhance their capacity for sound judgment, and prepare for the challenge of learning throughout their lives. In keeping with the traditions of the Sisters of Mercy, and recognizing that all people are stewards of God's creation, the University encourages students to work for a world that is harmonious, just and merciful.

## VISION

Salve Regina, a Catholic University in the Mercy tradition, will be the leading institution for students and scholars focused on service to humankind.

Our University will thrive as a dynamic partnership of students, faculty, staff, and alumni, each of whom has a unique but shared responsibility to foster student transformation.

Through teaching, scholarship and practice, Salve Regina will prepare students for lives of distinction as compassionate leaders who address the needs of others.

## GOALS

- Embracing and celebrating our Catholic heritage and Mercy tradition
- Establishing a leadership position in regional, national and international markets
- Enhancing our reputation for academic excellence
- Creating a student centered culture throughout the University
- Strengthening our foundation through disciplined financial management and success in meeting enrollment and fundraising goals
- Building strong partnerships within our local community and beyond

# Salve Regina University

## STRATEGIC IMPERATIVES

### **Extend our reach through targeted enrollment strategies and collaboration models**

While most Salve Regina undergraduates hail from New England and the Mid-Atlantic states, demographic projections indicate that this regional market is declining. Salve's success will depend on focusing strategies in areas where recruitment has been most successful, opening up new geographic markets, and increasing outreach to community colleges and non-traditional students.

### **Focus investment in critical academic programs**

Salve Regina must align its most critical academic programs with both resources and the market to ensure a high quality academic experience that prepares graduates for success and attracts talented new students. The University must implement strategies to build enrollment in smaller academic programs and identify signature programs that could attract prospective students from beyond the primary geographic region.

### **Develop a model for student transformation**

To ensure a comprehensive experience focused on student success, Salve Regina must initiate a new model that encompasses high-quality academic programs and student services, high levels of student engagement and a supportive community focused on all students. In fulfillment of our mission, it is critical that faculty and staff fully embrace this model in order to help students grow spiritually, realize their potential and achieve their personal goals.

### **Embrace innovation in all academic and administrative functions**

In a still uncertain economy and in the midst of a technological revolution, higher education faces massive changes. The University must embrace innovative academic and administrative functions, allowing faculty and staff to ensure that the Salve Regina experience is truly extraordinary. The Pell Center will be a unique resource for academic innovation once integrated more fully into core programs.

### **Foster a diverse, globally aware and inclusive community**

Expanding the horizons of all students will better prepare them for a world that is increasingly global and richly diverse. Salve Regina is committed to not only attracting a more diverse and international student body, but also promoting a campus culture that respects and celebrates a variety of voices and perspectives both in and out of the classroom.

### **Ensure flexibility and agility through financial planning, new revenue sources, expanded fundraising and increased efficiency across the institution**

Focusing on greater efficiencies with existing resources, developing new revenue sources and expanding fundraising will allow the University to reinvest in key programs and services. By analyzing trends, acting quickly and being decisive, the University will ensure that critical resources are tied to programs that make a difference and enhance the value of the Salve Regina experience.

### **Update our marketing and communication techniques**

Today's students are inundated with marketing messages in every facet of their lives. Salve Regina must continually assess the effectiveness of its marketing and communication techniques and ensure that all campus constituencies receive compelling internal messages. Enhancing how the Salve story is told to those outside the institution will strengthen the University's brand in a competitive market.

### **Create a culture wherein faculty and staff work together in promoting student transformation**

Serving students well in all aspects of their lives will prepare them for lives of service to others. Faculty and staff must engage with students using their firsthand knowledge of students' needs and goals to focus on building a student-centered culture. This campus-wide commitment to putting students first begins with initial interactions and extends beyond graduation.

