Excellence
Purpose
Impact

SEATTLE UNIVERSITY

Fulfilling Our Mission in a Changing World

STRATEGIC PLAN

2013–2018

Seattle University's partnerships with the community and employers provide opportunities for students and support the region.

Dear friends,

I am pleased to share with you the Seattle University Strategic Plan for 2013–2018: Fulfilling Our Mission in a Changing World. Developed by a council of 32 faculty, staff and students and endorsed by our Board of Trustees, this plan provides a road map through which Seattle University will address the challenges and opportunities presented by a changing environment, develop new ways to fulfill our mission and respond to the needs of local and global communities.

Our strategic plan builds upon the strengths of Seattle University. Our Jesuit educational mission is clear and alive. We offer rigorous and engaging academic and co-curricular programs. We have an outstanding faculty and staff who care deeply about our students. We are located in the most vibrant part of a world-class city. For these reasons, we are well-positioned to grow in quality and impact and this plan lays out how we will do so.

I encourage you to review our strategic plan and to learn more about how we intend to shape the future of our great university.

Sincerely,

Stephen V. Sundborg, S.J.
President

FULFILLING OUR MISSION IN A CHANGING WORLD:

Seattle University's Strategic Plan for 2013–2018

This strategic plan articulates the most important work Seattle University must do over the next five years to further our mission and to advance our strategic priorities.

The plan builds upon who we are and the best of what we do in ways that allow us to teach new populations of students in new ways and position the university to more strongly connect with and serve society. It responds to the differing needs and expectations of our diverse undergraduate, graduate and professional students. It enhances the excellence of our education, delivers academic programs increasingly demanded by students and society and ensures our graduates are well-prepared for meaningful and successful professional lives.

The strategic plan is grounded in a careful review of our evolving and challenging environment. It reflects and responds to the forces that influence Seattle University's position in the complex world of higher education.

These changes, including the economy, demographics, the impact of instructional technologies, student concerns regarding affordability and value of a degree, and employment trends, are tremendous. They call for a thoughtful and substantive response. They also reflect a great need for what Seattle University offers, including our Jesuit values of care, academic excellence, diversity, faith, justice and leadership, and for the competencies our students develop, including critical thinking, effective communication skills, leadership and an ethic of service to society.

By aligning our talents and resources to the changing needs of society and our students, we will shape a Seattle University that is better, stronger and increasingly recognized for its excellence, purpose and impact.

Our Mission

Seattle University is dedicated to educating the whole person, to professional formation and to empowering leaders for a just and humane world.

THE STRATEGIC PRIORITIES

Academic Excellence

Engaging the World

Catholic Jesuit Character

Great Student Experience

Investing in the Excellence of Our Faculty and Staff

High levels of student-faculty interaction are a defining feature of the Seattle University experience.

Seattle University students feel a greater sense of academic challenge and are more involved in active and collaborative learning than students at peer institutions, according to the National Survey of Student Engagement.

Goal 1

Strengthen our capacity to provide a high-quality and transformational education rooted in the Jesuit tradition

- To foster an outstanding learning environment for our students in which teaching and scholarship enrich each other, we will improve our capacity to attract and retain outstanding faculty by supporting them in their development as scholars and educators.

- To deepen student engagement with the world, we will develop and strengthen programs and opportunities in community-based learning, including the Seattle University Youth Initiative, and global education.

- To promote the Jesuit Catholic character of the university, we will make strategic investments that advance the Jesuit mission, strengthen our understanding of the Catholic tradition and position the university as a leader in interreligious dialogue.

Students benefit from diverse experiential opportunities such as internships, research projects and business plan competitions.

In 2011–2012, 136 faculty members engaged 3,206 students in 276 service-learning courses. Much of this activity was facilitated through the Seattle University Youth Initiative.

Goal 2

Prepare our graduates to lead meaningful and successful professional lives

- To maximize the lifelong professional success of our students and alumni, we will broaden and deepen support of our students through highly effective academic advising and career preparation programs and develop professional networking opportunities for alumni.

- To better serve the community and to establish greater opportunities for education, research and career placement, we will develop partnerships that help us address the challenges of key local, regional and global organizations.

- To assist students in selecting their career paths and developing their professional skills, we will expand internships, experiential and field-based education, paraprofessional opportunities and other approaches to integrating career preparation.

- To develop the intellectual curiosity and lifelong learning skills of our students, we will promote a culture of student scholarship and research, including more inquiry-based courses, independent research opportunities and collaboration with faculty on scholarly projects.

Hands-on research and original scholarship are integral parts of a Seattle University education.

Washington state would gain 160,000 jobs if it fills its job skills gap. Seattle University is committed to developing outstanding academic programs that align with employer and student needs.

Goal 3

Meet the challenges and opportunities of the changing educational and economic environment

- To meet the needs of a changing environment, respond to demand from prospective students and take advantage of our strategic location, we will develop new and innovative academic programming. In particular, we will pursue opportunities in science, technology, engineering and math (STEM) and health science programs.
- To broaden access to Seattle University's transformative education, we will develop continuing education, graduate and adult degree completion programs and ensure that student services are accessible to all students.
- To address the financial challenges faced by our students, we will increase financial aid, contain costs and ensure that students are able to make informed decisions to avoid graduating with untenable debt burdens.
- To meet the demands of prospective students and take advantage of new technologies, we will develop hybrid and online academic programs and services that are commensurate with Seattle University's Ignatian pedagogy.

The Lemieux Library and McGoldrick Learning Commons, the intellectual heart of the campus, supports learning, teaching and research.

"Our future depends on reaffirming America's role as the world's engine of scientific discovery and technology innovation."

PRESIDENT BARACK OBAMA

Goal 4

Realize an infrastructure that supports excellence and innovation in all facets of our education

- To grow and further distinguish our programs in the fields of STEM and health sciences, we will design and build innovative science facilities.
- To support our educational programs, prepare our graduates to meet the challenges of a technical world and enable the university to operate efficiently, we will significantly invest in our technology infrastructure.
- To create a welcoming and high-functioning environment, we will develop, improve and maintain the physical infrastructure of the university in accordance with our strategic priorities.

ABOUT SEATTLE UNIVERSITY

Founded in 1891, Seattle University is a Jesuit Catholic institution located on 50 acres in Seattle's vibrant Capitol Hill neighborhood. The university enrolls nearly 7,500 students in its eight schools and colleges and employs 1,500 faculty and staff. The university is nationally recognized for its academic excellence, service to the community and commitment to social justice.

In 2012, the White House honored Seattle University with the Presidential award for community service, the highest recognition by the federal government to a college or university for its civic engagement, service learning and volunteerism. A Seattle Times editorial called out the award and noted, "Seattle University serves as a national example of the difference higher education can make on its neighbors."

Seattle University serves as an economic engine for the city and region. In Fiscal Year 2011, its regional economic impact was $522 million, including $34 million in capital investments. More than 46,000 alumni live and work in Washington State.

U.S. News and World Report consistently ranks Seattle University among the top 10 universities in the West that offer a full range of masters and undergraduate programs.

To read the full strategic plan, visit:
www.seattleu.edu/president/strategic-plan/

SEATTLE
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www.seattleu.edu