



A JESUIT
UNIVERSITY *of*
DISTINCTION

▶ STRATEGIC DIRECTIONS 2020-2025

FOR A TIME OF CHANGE





THE FUTURE OF SEATTLE UNIVERSITY

Dear Friends and Colleagues:

I am pleased to present to you the “Strategic Directions for Seattle University 2020-2025: A Jesuit University of Distinction for a Time of Change.” This vision for our university and the goals outlined in the following pages represent in a clear and compelling manner what our university wants and what it is committed to become. Our Board of Trustees officially adopted these strategic directions as the guide for their oversight of the university in the coming years.

As someone has remarked to me, “There could be no greater gift to Seattle University than to give it a future.” That is precisely what these strategic directions do. They show us what kind of university we aim to become, what we intend our Jesuit education and formation of students to be, how we will relate to and be enriched by our wider community, how our collegiality as educators will enable this future and what choices we need to make—especially in academic and financial repositioning.

These strategic directions were developed with the voice and contributions of the whole university and were facilitated and articulated by a deeply engaged Steering Committee. Personally, and on behalf of the Board of Trustees, I wish to thank them for their consultative way of going about this and the excellent result they have produced. And thank you for this gift of a future for the university.

It is exciting to know where we are going and how to get there. This vision and these goals inspire us as we now determine the specific actions that will fulfill these strategic directions. They give us a common foundation and purpose for the challenging and promising decisions we will make together as we develop Seattle University as “A Jesuit University of Distinction for a Time of Change.”

With gratitude,



Stephen V. Sundborg, S.J.
President



STRATEGIC DIRECTIONS

OUR VISION

Guided by and in support of our mission, these strategic directions articulate the most important work Seattle University must do over the next five years to further our mission and to advance this long-term vision for the university:

“We will be one of the most innovative and progressive Jesuit and Catholic universities in the world, educating with excellence at the undergraduate, graduate and professional levels ...”

The strategic directions and vision position the university to build upon who we are and the best of what we do in ways that reflect an ever-evolving higher education landscape and prepare students to navigate a constantly changing world.

Our strategy differentiates the university through the inclusive academic excellence of our Jesuit education, the distinctive professional and career formation we provide within the context of our Seattle location and the attraction of a campus environment that engages, challenges and is supportive. Our students are at the core of everything we do and the holistic education Seattle University provides prepares them for lasting success.

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

CORE ELEMENTS OF OUR VISION:

- ▶ Academically rigorous Jesuit education
- ▶ Inclusive excellence across all operations and programs
- ▶ Leading university for environmental sustainability
- ▶ Excellent student experience for all
- ▶ Partnerships for professional development of students
- ▶ Commitment to continuous improvement in every area
- ▶ A home to alumni actively engaged with the university





OUR MISSION

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



GOAL 1

- JESUIT EDUCATION
- INCLUSIVE EXCELLENCE
- LEADER IN SUSTAINABILITY

REIMAGINE AND REVISE OUR CURRICULUM

*“We will comprehensively reimagine and revise our curriculum, including a review of our academic calendar, to deeply embed practices and qualities that make our education more **distinctively Jesuit and empowering.**”*

- ▶ Academic programs built upon the values of the Jesuit educational tradition and methods of Ignatian pedagogy, fostering deep learning, spiritual formation, critical thinking, effective communications and ethical decision-making.
- ▶ Advance our inclusive academic excellence through a reimagined curriculum responsive to the changing needs of students.
- ▶ Build our national leadership in community-engaged learning and provide opportunities to significantly advance and distinguish ourselves in professional formation and career preparation.
- ▶ Demonstrate our academic excellence nationally through faculty scholarship and creative work, honors and distinctions earned by students and by seeking to host a Phi Beta Kappa chapter.
- ▶ Determine whether to move to a semester system.



GOAL 2

- SEATTLE PARTNERSHIPS
- CAREER OUTCOMES
- COMMUNITY-ENGAGED LEARNING

STRENGTHEN PROFESSIONAL FORMATION

*“Seattle and the Puget Sound region offer **extraordinary opportunities** to the university and its students. We will **leverage and build upon this location** and our connections.”*

- ▶ Ensure that Seattle, a global hub for technology, philanthropy, creativity and innovation, becomes a genuine extension and integrated part of the student experience.
- ▶ Develop and enhance the partnerships and infrastructure that provide all of our students a range of experiential learning opportunities, including internships, field placements, education abroad and service learning, all of which contribute to meaningful and successful careers.
- ▶ The professional formation of our students, influenced by Ignatian principles of self-reflection and discernment, will be supported by a campus and alumni community dedicated to effective, mission-aligned career engagement and outcomes.
- ▶ Grow our impact on Seattle and the Puget Sound region through the Center for Community Engagement, the Youth Initiative and the community-engaged scholarship of our faculty.
- ▶ Become a site of civic energy and engagement in ways that bring alumni and community members onto campus and contribute broadly to a vibrant local community.



GOAL 3

- STUDENT SUCCESS
- SENSE OF BELONGING
- MEANINGFUL CONNECTIONS

ENHANCE THE STUDENT EXPERIENCE

*“We will **build a campus environment** that engages, enlivens and educates all students. We will value and celebrate the diverse identities that comprise our community.”*

- ▶ Develop activities, programs and engagement opportunities that bring joy, school pride and spirit and human connection to learning.
- ▶ Nurture student persistence and deepen learning by more fully linking curricular and co-curricular opportunities.
- ▶ Strengthen advising, learning assistance, spiritual discernment, wellness and counseling services.
- ▶ Create meaningful campus events and traditions that cultivate students’ sense of belonging and encourage a lifelong relationship with the university.
- ▶ Build greater opportunities for leadership and service and provide intentional moments of discernment on the strengths and core truths that bring each person meaning and purpose.
- ▶ Through hybrid and online programs and services, bring our campus to where students are.
- ▶ Evaluate the opportunity for an Event Center to gather our community, develop championship athletic programs, expand recreational offerings and foster civic engagement.



GOAL 4

- FACULTY AND STAFF DEVELOPMENT
- ACCESS FOR STUDENTS
- ALUMNI ENGAGEMENT

SUPPORT THE SUCCESS OF OUR COMMUNITY

“Because **equity and diversity** are integral to our character, values and excellence, and essential in our education, we will **prioritize inclusive recruitment, hiring and retention** practices and provide the range of programs and learning opportunities that help **all faculty and staff thrive** in a diverse environment.”

- ▶ To attract, engage and retain a talented community of faculty and staff, we will prioritize investments in pay and other elements of employee rewards to remain competitive and equitable.
- ▶ We will become a great place to work, helping faculty and staff develop in their professional capacities and excel in their performance.
- ▶ Mature our shared governance to ensure our best institutional decision-making and build trust and collaborative relationships.
- ▶ Strive to offer our distinctive and high-quality Jesuit education in ways that are financially feasible for more students and thus foster economic diversity.
- ▶ More fully integrate our alumni into the life and activities of the university, finding ways to support them in their lives and careers and utilize their networks to help students succeed.



GOAL 5

- CAPACITY BUILDING
- TECHNOLOGY INFRASTRUCTURE
- PROGRAM ALIGNMENT

REPOSITION FOR CHANGE

*“We will build the strategic, institutional and financial capacity that undergirds the success of these strategic directions. We will link them to **multi-year enrollment, tuition and aid strategies** and comprehensive academic and financial plans that seek **affordability and access for students** to an education well worth it, while assuring the financial viability of the university.”*

- ▶ Develop the operational capacity and integration needed to manage the full complexity of a comprehensive university in the 21st century, serving multiple differing populations of students in many types of degree programs.
- ▶ Utilize the newest technology and strengthen practices, policies and governance to improve the experience of our students, liberate the energy and creativity of our faculty and staff, better manage our costs and create the capacity to achieve change.
- ▶ Look closely at programs and services across the university to better understand the strengths and contributions of each to the mission fulfillment and sustainability of the university.
- ▶ Make the difficult decisions to significantly change or end programs where appropriate.
- ▶ Continue to develop academic programs to respond to changing regional demands, particularly in the areas of data and health sciences.
- ▶ Foster institutional accountability by developing clear and measurable outcomes, tracking progress and communicating results.



Read the full vision, goals and key initiatives at
www.seattleu.edu/strategic-directions.





SEATTLE
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