

Mission Statement

To sustain a learning community in which students can prepare academically, socially, and spiritually for leadership in a complex, diverse, and rapidly changing world.

Vision Statement

Saint Augustine's College will be recognized nationally as a learning community committed to the realization of the potential of each learner and its ability to empower learners who then continue to enrich the social, cultural, and economic vitality of their ethnic heritage and the global community.

FOREWARD

Saint Augustine's College is distinguished by its high quality undergraduate education; its location in a beautiful and culturally rich part of North Carolina; its strong sense of responsibility for developing leaders and change agents; its commitment to serving the public good; and the dedication of its faculty to the highest academic standards. In order for Saint Augustine's College to achieve continued growth and prominence, the faculty, staff, students, and alumni have outlined six Strategic Initiatives that will serve to define the college's goals and mission over the next five years.

The strategic planning process reaffirmed the college's core values which identify Saint Augustine's College's most effective traditions and embody our aspirations for the future. The College's core values are:

- Commitment to the Pursuit of Knowledge
- Quality
- Integrity
- Community and Diversity
- Accountability, and
- Engagement

These interdependent values influence how and what our students learn; how knowledge is defined within and across disciplines; how faculty are appointed and supported; how resources are obtained and allocated; and how we function as a community of scholars and learners.

CORE VALUES

Commitment to the Pursuit of Knowledge

Saint Augustine's College is a thriving intellectual community achieving excellence through the pursuit of knowledge through learning and inquiry. We believe that innovations in teaching and research provide students with opportunities for developing critical thinking skills and promoting outstanding scholastic and creative achievement that will help ensure future successes.

Quality

Saint Augustine's College is a community of teachers, learners, scholars and professionals committed to sustaining and advancing a high quality educational experience through shared concern for the welfare of students, collegiality, mutual respect for one another and the highest standards of personal and professional behavior.

Integrity

At Saint Augustine's College, the commitment to integrity and honesty is manifested in an atmosphere of open, civil discourse and careful, respectful listening where freedom of thought and expression are valued and protected. We also support honesty and integrity by maintaining a living and learning environment that fosters respect for oneself and one's own work, as well as respect for others and for their work; and for the basic human rights of every world citizen.

Community and Diversity

Saint Augustine's College works to foster a spirit of trust, hopefulness, and dialogue among the college's community and diverse constituencies by maintaining an environment that encourages an open sharing of ideas and values; collaboration within and across institutional divisions, units and constituencies; and a respect for the strength that likenesses and differences creates. We encourage a tolerance for vetting new ideas, exploring non-traditional methodologies and perspectives. We promote the *trilogy* of behaviors that creates leadership and stewardship: *transform – excel - lead*.

Accountability

At Saint Augustine's College, we understand and value our individual and collective roles. We work diligently to apply our collective wisdom and expertise to continuously insure the effectiveness and efficiency of our systems; and strengthen institutional performance. We assume responsibility for processes, decisions and outcomes within our scope of influence.

Engagement

We understand that we are an important and integral part of the larger community. We strive to serve as a resource to further the needs and aspirations of the city, state and region's businesses and citizens. We encourage partnership and collaboration, entrepreneurship, and innovative thinking to build bridges between Saint Augustine's College and the community.

Strategic Initiative I

Academic Programs

Strengthen and sustain academic major areas of study that challenge students to achieve; and that meet regionally accredited and nationally established standards of quality.

Saint Augustine's College is committed to offering a challenging, relevant curriculum supported by high-quality instruction and research in every field of study. The College will recruit and retain a diverse and inclusive faculty of national and international credentials to insure that students gain the knowledge, skills, experience and values necessary to enrich their lives and to serve the society in which they will live as leaders and change agents.

- ◆ Assure that our assessment measures, organizational structure and institutional practices support the accreditation principles in all aspects of the learning experience.
- ◆ Expand major areas of study to include disciplines consistent with emerging areas of employment demands and societal needs including graduate level program offerings.
- ◆ Continually evaluate the quality of student learning outcomes and alignment of instruction with appropriate standards of student performance in all academic programs and disciplines.
- ◆ Support faculty in the development and dissemination of improvements in teaching and learning strategies, innovative applications of instructional technology, course design and re-design, alternative modes of instruction, and related pedagogies that address students' diverse challenges and learning styles.
- ◆ Promote awareness and access to global/international perspectives across the curriculum.
- ◆ Sustain and implement centers of excellence in disciplines where women and minorities are underrepresented.

Strategic Initiative I

<i>ACTION ITEMS</i>	<i>1-2 Years</i>	<i>3-4 Years</i>	<i>5 Years</i>
Academic Programs:			
Expand the Gateway Program to a comprehensive academic program serving nontraditional students	<input type="checkbox"/>		
Build programs of study in Social Work	<input type="checkbox"/>		
Build programs in Human Resources		<input type="checkbox"/>	
Build programs in Real Estate Management and Development	<input type="checkbox"/>		
Build programs in Small Business Management		<input type="checkbox"/>	
Develop Centers of Excellence in Undergraduate Research, and Health Disparities Studies		<input type="checkbox"/>	
Develop Center of Excellence in the Honor College	<input type="checkbox"/>		
Develop a Program of Graduate Studies			<input type="checkbox"/>

Strategic Initiative II

Student Welfare

Enroll an achievement-oriented, culturally diverse and socially responsible student body supported by services and resources, and enriched by experiences consistent with best practices in higher education.

Saint Augustine's College is committed to being an institution of choice for students who demonstrate intellectual potential through both traditional or non-traditional measures and assessment. Saint Augustine's College supports a multi-growth initiative designed to enhance the quality of the applicant pool and the achievement and graduation rate of undergraduates.

- ◆ Increase enrollment to 1750 traditional full-time undergraduate students.
- ◆ Develop a comprehensive enrollment and retention plan.
- ◆ Achieve student satisfaction ratings above the median of peer institutions.
- ◆ Develop and sustain a residential campus of teach communities that are personal, engaging and designed to foster leaders and change agents.
- ◆ Develop and implement a fitness and wellness plan that addresses, among other health disparities, the epidemics of hypertension, diabetes, and obesity in African American young adults.

- ◆ Grow the endowment to \$30,000 per student in order to support the sustainability of the college’s mission and vision.

Strategic Initiative II

ACTION ITEMS	1-2 Years	3-4 Years	5 Years
Student Welfare:			
Increase the overall College enrollment by 10% per year over the next three years		<input type="checkbox"/>	
Develop a living and learning experience that provides leadership opportunities for students	<input type="checkbox"/>		
Increase the endowment to \$ <u>40,000,000</u> .			<input type="checkbox"/> *
Develop a comprehensive fitness and wellness program	<input type="checkbox"/>		
Increase graduation rates by 5% per year		<input type="checkbox"/>	

* NOTE: Based on 1,750 students at \$22,000 annual cost per student

Strategic Initiative III

Institutional Capacity

Expand and enhance our campus environment to support the continued mission and vision of an integrated living learning community.

Saint Augustine's College is committed to fostering a living-learning environment that is safe and aesthetically pleasing with guided access to the larger community; resources which are consistent with a learning environment that promotes intellectual, spiritual, ethical and personal growth; an environment where students, faculty, and staff can learn, socialize and grow as individuals; and active, productive citizens.

- ◆ Build and renovate facilities that enhance student learning and support our values and goals to include athletic and other multi-use facilities as well as administrative and varied learning spaces.
- ◆ Renovate residential facilities to support a 75% residential student ratio.
- ◆ Implement a long-term technology plan designed to build and sustain a standard of effectiveness and efficiency that supports both the academic and administrative infrastructure, with a strong focus on customer service and delivery of services.

- ◆ Increase both private, government, funding for facilities and individual expansion of the technology infrastructure and support.

Strategic Initiative III

ACTION ITEMS	1-2 Years	3-4 Years	5 Years
Institutional Capacity:			
Install air conditioning in all residential halls		<input type="checkbox"/>	
Renovate the Mosee Building to accommodate Presidential offices and other Senior Officer offices	<input type="checkbox"/>		
Restore and Build St. Agnes Building			<input type="checkbox"/>
Fund and build State-of-Art Forensics and Bio-Technology Research Building			<input type="checkbox"/>
Complete Track and Football Stadium	<input type="checkbox"/>		
Fund and Build Convocation Center			<input type="checkbox"/>

Strategic Initiative IV

Community Engagement

Engage in an active agenda which maintains a relationship between the College and its alumni; other institutions of higher education; educational associations, primary and secondary schools; government business and other external communities.

Saint Augustine's College is committed to heightening public awareness of its educational and cultural resources – and its measurable value – in the local community, the state, the region and the nation; and, further, to enhancing the quality of life in its host community, Southeast Raleigh.

- ◆ Provide on and off-campus opportunities that foster an expectation of student engagement in stewardship, service learning, leadership development and civic responsibility.
- ◆ Expand the College's role in its engagement with other institutional citizens to improve the quality of life for the community by implementing urban core redevelopment strategies that are centered around the College's presence.
- ◆ Provide support and enrichment programs designed to increase educational attainment among local residents of all age levels.

- ◆ Make College resources, human and physical, an integral part of the intellectual and cultural life of the community.

Strategic Initiative IV

ACTION ITEMS	1-2 Years	3-4 Years	5 Years
Community Engagement: Develop the Community Development Corporation as a comprehensive outreach center with programs and initiatives targeted to:			
Establish educational information and training centers for self-help initiatives, job preparedness and economic sustainability for individuals and families.		<input type="checkbox"/>	
Establish a Parent Advocacy Center to provide support and education for parents of school age children enrolled in public schools.	<input type="checkbox"/>		
Expand the comprehensive Community Development Corporation to a comprehensive community service enterprise.	<input type="checkbox"/>		

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Strategic Planning Task Force

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Miss Ann Brown , Director Student Activities/Cheerleaders Advisor	LTC (Ret) Angela Haynes , Former Commander Division of Military Science
Dr. Ronald Brown , Vice President Enrollment Management & Student Services	Mr. Dan Holder , Former Chief of Security
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Strategic Planning Task Force Members Continued

Dr. Sevealyn Smith , Director Honors Program	Mrs. Janet Peace Wheeler , Member Board of Trustees
Mr. Leon Scott , Vice President Business and Finance	Mr. George Williams , Director Athletics

August 3, 2009

Dear Colleagues and Friends:

Saint Augustine's College, founded in 1867, with little more than surplus Civil War barracks for classrooms and the dedication of a very few teachers, has sustained its Mission and its future through challenging times. The College is now at the crossroads of expanding both its Mission and its Vision to insure the readiness of its graduates to meet the challenges of an ever-changing Global Community. This 2009-2013 Strategic Plan, ***Fulfilling the Promise***, presents the road map to the next phase of the Saint Augustine's College history.

What we learn and how we learn are influenced by where we learn. Saint Augustine's College is committed to providing a residential life environment where students can learn, socialize and grow as individuals with a sense of responsibility and accountability for their well-being and the well-being of others in their community. We are committed to sustaining a campus environment that supports the commitment of our Mission and the achievements of our Vision; and that promotes intellectual, physically, healthy, spiritual, ethical, and personal growth among our students, faculty and staff.

As a predominantly residential college, Saint Augustine's College focuses on engaging students in developing the capacity to become leaders in their professions and change agents in their communities. Throughout their undergraduate education, students have the opportunity to participate in progressively developmental series of experiences that will enable them to expand their capacity to communicate through verbal and written expression, and to develop a well-honed thinking process that prompts thought, reflection and a life-long quest for knowledge and understanding.

This work plan, ***Fulfilling the Promise***, places students at the center of the College; creating a student-centered culture that is built on openness and collaboration between faculty, staff, students, alumni and other College constituents. ***Fulfilling the Promise*** establishes high

standards of achievement and integrity, and is designed to build a living-learning environment and create a climate that prepare our students to be resourceful, informed and responsible citizens who make a difference in the world.

With kindest regards,

Dianne Boardley Suber
President