



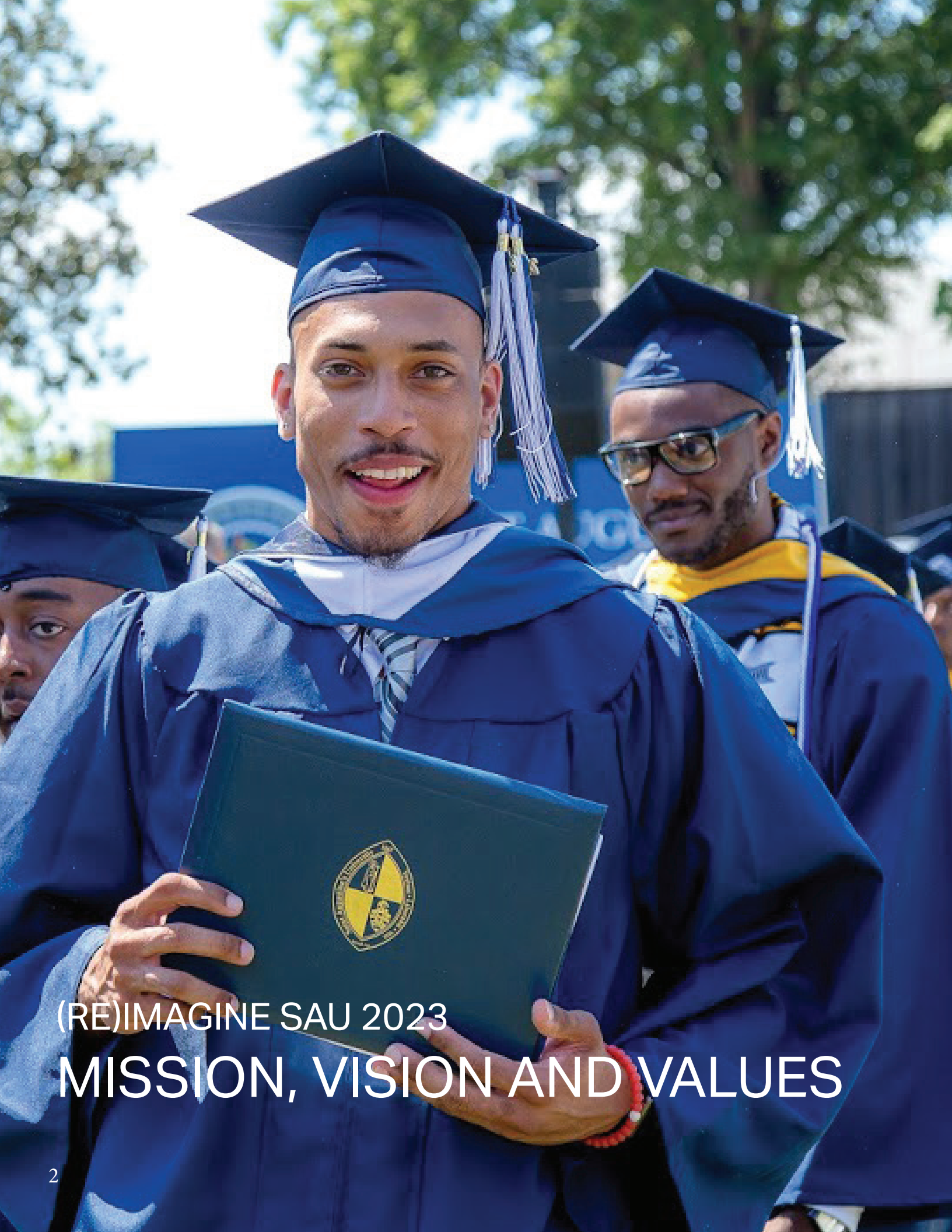
SAINT AUGUSTINE'S
UNIVERSITY

Transform. Excel. Lead.

(RE)IMAGINE SAU 2023:

The Foundation for an Innovative Future

Strategic Planning Framework



(RE)IMAGINE SAU 2023
MISSION, VISION AND VALUES

MISSION STATEMENT

Saint Augustine's University's mission is 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 University will be a nationally recognized, premier, learning-centered, private HBCU that emphasizes academic excellence; student success; and workforce, economic, and community engagement with a particular focus on STEM education and careers, innovation and entrepreneurship, and the eradication of racial disparities.

CORE VALUES

COMMITMENT TO THE PURSUIT OF KNOWLEDGE

We foster a thriving intellectual community achieving excellence through the pursuit of knowledge, innovation, learning and inquiry.

EXCELLENCE

We advance a community of scholars and professionals committed to excellence and sustaining and advancing the highest quality educational experience.

SPIRITUALITY

We embrace our Episcopal heritage and advance the development of our students spiritually.

INTEGRITY

We promote an atmosphere of open, civil discourse and careful, respectful listening where freedom of thought, honesty and expression are valued and protected.

COMMUNITY AND DIVERSITY

We cultivate a spirit of trust and dialogue among the University's community and diverse constituencies.

ACCOUNTABILITY

We understand and value our individual and collective roles to ensure effectiveness and efficiency and to strengthen institutional performance.

ENGAGEMENT

We are an important and integral part of the larger community, serving as a resource that impacts its growth and development.

GLOBAL ENGAGEMENT

We cultivate scholars that are prepared to operate in a global community. Beyond the workplace, global knowledge, skills, and attitudes are needed to successfully navigate this ever-changing, culturally diverse world.

(RE)IMAGINE SAU 2023 STRATEGIC PRIORITIES FOR 2021-22

- Stabilize enrollment and improve retention
 - Enhance infrastructure including facilities, human resources, and technology
 - Enhance curriculum and academic support services
 - Strengthen business practices and increase external resource development outcomes
 - Rebuild internal trust, community engagement, and strategic external partnerships
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A group of six diverse young adults, three men and three women, are standing on a balcony. They are all smiling and looking towards the camera. The balcony has a black metal railing. In the background, there is a brick building with a large window that reflects the sky and some trees. A black lantern-style light fixture is mounted on the brick wall to the left. The overall atmosphere is bright and positive.

(RE)IMAGINE SAU 2023: The Foundation for an Innovative Future Strategic Planning Framework





(RE)IMAGINE SAU 2023 STRATEGIC GOALS

GOAL I: STUDENT SUCCESS AND RETENTION

Provide a robust campus culture, environment, and infrastructure that meets every student where they are and enables their success academically, socially, and spiritually.

GOAL II: ACADEMIC EXCELLENCE

Create a rigorous academic environment and intellectual climate resulting in high student achievement and career attainment that addresses industry demand.

GOAL III: FINANCIAL SUSTAINABILITY AND ENROLLMENT GROWTH

Ensure the University's competitiveness and sustainability through sound financial stewardship and accelerated growth in diverse revenue streams.



GOAL IV: FACULTY AND STAFF SUCCESS

Recruit, retain, and develop exceptional faculty and professional staff prepared to advance academic excellence and student success.

GOAL V: COMMUNITY ENGAGEMENT AND ECONOMIC IMPACT

Infuse the academic learning and research environment with community involvement while fostering community and economic development.

GOAL VI: OPERATIONAL EFFECTIVENESS AND EFFICIENCY

Propel academic, student, and administrative success through the expanded and innovative use of technology and industry operational best practices.



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GOAL I: STUDENT SUCCESS AND RETENTION

Provide a robust campus culture, environment, and infrastructure that meets every student where they are and enables their success academically, socially, and spiritually.

GOAL I STRATEGIC INITIATIVES

- Attract, recruit and retain high performing students
- Provide effective interventions and support services
- Increase high quality formal and informal student interactions with faculty, administrators, staff and external partners
- Increase first year retention rate and second, third and fourth year persistence rates
- Develop Strategic Enrollment Management plan
- Ensure organizational structure that is consistent and congruent with the effective administration of student-ready enhancements

OUTCOME MEASURES

- Retention Rate
- Four-Year Graduation Rate
- Six-Year Graduation Rate
- Employed or Graduate School Rate
- Persistence Rate
- Number of Renowned Scholars



GOAL II: ACADEMIC EXCELLENCE

Create a rigorous academic environment and intellectual climate resulting in high student achievement and career attainment that addresses industry demand.

GOAL II STRATEGIC INITIATIVES

- Implement online program in Organizational Management
- Establish Master of Public Administration
- Foster intellectual climate
- Implement a plan to use assessment data to refine and improve courses and curricula
- Implement General College curricula that focuses on oral, written, quantitative, technological, and communications knowledge, skills and dispositions
- Establish academic programs that address market place needs and include experiential programs such as internships, research experiences and study abroad
- Advance undergraduate research
- Increase the number of partnerships for faculty and student engagement
- Develop graduate program in public health
- Enhance student preparation for graduate and professional school admissions

OUTCOME MEASURES

- Number of Redesigned First-Year and Second-Year Courses
- ETS General College Assessment Scores
- Grades in General College Courses
- Number of Internships, Research and Study Abroad Experiences
- Number of Students Hired in Academic Field of Study, and Employer Satisfaction Survey
- Number of Program Modifications and Industry Advisory Committees
- Retention and Persistence Rate
- Number of Graduate/ Professional School Admissions
- Number of New Graduate Programs



GOAL III: FINANCIAL SUSTAINABILITY AND ENROLLMENT GROWTH

Ensure the University's competitiveness and sustainability through sound financial stewardship and accelerated growth in diverse revenue streams.

GOAL III STRATEGIC INITIATIVES

- Institute systems that ensure sound financial stewardship
- Increase corporate, foundation, and grant funding
- Establish transparency in resource allocations and priorities
- Initiate comprehensive fundraising campaign that allows enhancement of operations, athletics and scholarships
- Strengthen internal controls

OUTCOME MEASURES

- Increase in private gifts
- Increase in corporate/ foundation gifts
- Increase in planned giving
- Increase in Endowment Market Value
- Increase in Grant Funding
- Increase in Alumni Giving Rate
- Decrease in Cost of Attrition
- Reduction in Student Debt
- Financial Aid Default Rates
- Successful Financial Audit
- A-133
- Increase in Number of Scholarships



GOAL IV: FACULTY AND STAFF SUCCESS

Recruit, retain, and develop exceptional faculty and professional staff prepared to advance academic excellence and student success.

GOAL IV STRATEGIC INITIATIVES

- Recruit and retain high quality faculty and staff
- Support faculty and staff career advancement in the academy through mentoring, professional development and research support
- Expand culture of collegiality and collaborative engagement among faculty and students
- Establish equitable and competitive compensation

OUTCOME MEASURES

- Number of Publications
- Number of Grant Awards
- Faculty and Staff Satisfaction
- Number of Fulbright Faculty
- Number of Interdisciplinary Research Projects



GOAL V: COMMUNITY ENGAGEMENT AND ECONOMIC IMPACT

Infuse the academic learning and research environment with community involvement while fostering community and economic development.

GOAL V STRATEGIC INITIATIVES

- Increase faculty and student community engagement
- Become recognized as an educational partner that advances economic development
- Increase the number of students and faculty participation in study abroad activities
- Expand the diversity of the communities in which we engage and serve
- Increase the number of students, faculty and staff involved in global community activities

OUTCOME MEASURES

- Percentage of Students and Faculty Involved in Community Engagement
- Increase in Study Abroad Activities
- Rate of Hire upon Graduation
- Number of Global Community Participants



GOAL VI: OPERATIONAL EFFECTIVENESS AND EFFICIENCY

Propel academic, student, and administrative success through the expanded and innovative use of technology and industry operational best practices.

GOAL VI STRATEGIC INITIATIVES

- Enhance administrative and classroom technology
- Expand technology utilization in financial affairs
- Identify and resolve systemic issues that impede progress
- Engineer the health of key organizational systems including: culture, organizational structure, processes and systems, resource management, and metrics and rewards
- Provide high quality services
- Transform university operations through empowerment, assessment and accountability
- Generate funds for facility improvement
- Create student-centered facilities that promote a living and learning environment that is comfortable and safe
- Increase endowment funds

OUTCOME MEASURES

- Increase in Student Satisfaction
- Increase in Faculty and Staff Satisfaction
- Increase in External Stakeholder Satisfaction
- Renovated Facilities

(RE)IMAGINE SAU 2023 Dashboard DRAFT
(to be completed)

Key Outcome Measures	Baseline FY20	TARGET			ACTUAL			Trend
		FY21	FY22	FY23	FY21	FY22	FY23	
Enrollment								
Fall Enrollment (Headcount)								
Undergraduate	899	950	1,100	1,200	938			▲
Online Program	-	20	50	100				
Graduate	-	20	30	40				
First-Time-in-College (FTIC)	267	294	323	355	315			▲
New Transfer Enrollment	46	51	56	61	25			▼
Readmitted Students								
Hispanic Students	4	6	9	14				
Non-Traditional and/or Adult Learner Students	19	29	43	64	31			▲
Out-of-State (non-international) Students	221							
Non-Degree Seeking Students								
FTIC Enrolled Student GPA	2.4							
Student Success								
First-Year Retention Rate	44%							
Four-Year Graduation Rate	13%							
Six-Year Graduation Rate	16%							
Graduate/Professional School Enrollment Rate								
Year 1 Employed Rate (within Number of Students Hired in Academic Field of Study)								
Research and Development								
Contract and Grants Award Dollars								
Degrees Awarded								
Bachelor's	113							
Master's	0							
STEM Disciplines	41							
Athletic Success								
Number of CIAA Champions								
Graduation Success Rate for Athletes								

(RE)IMAGINE SAU 2023 Dashboard DRAFT (cont'd)
(to be completed)

Key Outcome Measures	Baseline FY20	TARGET			ACTUAL			Trend
		FY21	FY22	FY23	FY21	FY22	FY23	
Financial Resources								
Endowment Market Value	\$18.4 million							
Alumni Participation	12%							
Total Private gifts	\$1.9 million							
Corporate and Foundation Gifts	\$1 million							
Grants								
Ranking and Recognition								
U.S. News Best Colleges-HBCU Ranking	57/80				58/79			
U.S. News Top Performers-Social Mobility (Regional Colleges South)	39/91				39/91			
Diversity								
Student Demographics-percent non-African American	7%							
Latino, Hispanic, first-time Freshmen	0.4%							
Human Capital (Faculty and Staff Recognition)								
Highly cited staff								



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