

SAINT MARY'S UNIVERSITY OF MINNESOTA

| *reimagined* |

Prospectus draft 1 | July 31, 2020





*Enriched by the Lasallian Catholic heritage,
Saint Mary's University of Minnesota awakens,
nurtures, and empowers learners to ethical lives
of service and leadership.*

| *Now* |
IS THE TIME

*for a new educational model—one firmly rooted
in the core Lasallian traditions, yet creatively
and courageously **redefining** the student
experience for today's learners.*

Building on the momentum of renowned educator Saint John Baptist De La Salle (the patron saint of educators and the founder of the Brothers of the Christian Schools), Saint Mary's University is reimagining education to be as relevant, as inspiring, and as needed today as it was centuries ago.

De La Salle knew that education had the power to change lives, families, communities, and the world. But beyond that, he knew that education had to be accessible, practical, ethical, and, above all, focused on the student.

We're carrying this strong foundation forward into our increasingly complex and ever-changing world. This level of transformation requires courage, innovation, passion, purpose, and the imagination to value what was — while setting a steady course for what will be.

THIS IS SAINT MARY'S UNIVERSITY OF MINNESOTA

| *reimagined* |

With more than 100 years of history, more than 52,000 alumni around the world, and a long tradition of innovation, **Saint Mary's University of Minnesota** is poised to become a university that not only meets the needs of its students, but exceeds them; that not only educates its students, but creates innovative programs and new ways of delivery to make that education meaningful; that not only embraces its Lasallian Catholic heritage, but lives it to the fullest. Our vision for the future embraces all that Saint Mary's was and is, while moving with passion and purpose toward what it will become.

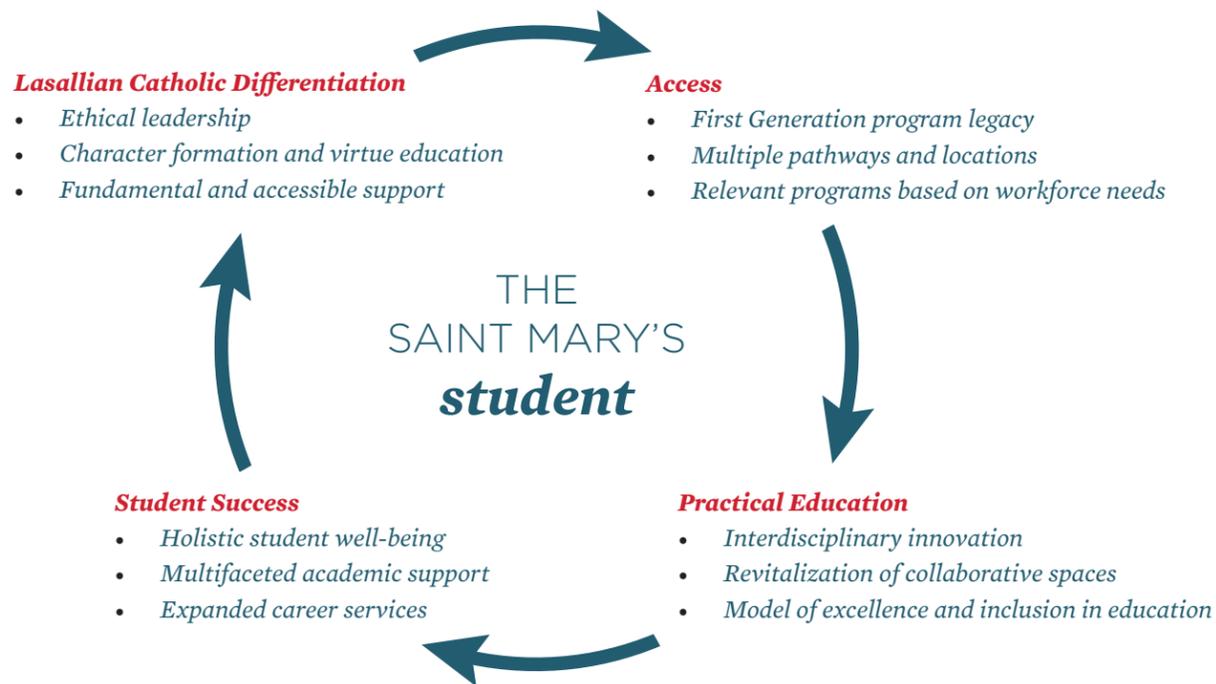
| Higher Education |

REIMAGINED

Everyone at Saint Mary's University — from maintenance staff, to coaches, to faculty — is passionate about helping our students succeed academically, psychologically, socially, physically, and spiritually. It's our unwavering mission: Saint Mary's University of Minnesota awakens, nurtures, and empowers learners to ethical lives of service and leadership.

It is this level of commitment, this dedication to purpose, that will propel our strategic plan — **Building a Future Full of Hope 2025** — and allow us to continue upon a pathway to success for our university; a pathway that embraces our Lasallian Catholic heritage while remaining open to all people of good will; a pathway that manages our resources responsibly while creating capacity for innovation and entrepreneurship; a pathway that positions Saint Mary's University of Minnesota to become a leader for regionally dominant and nationally prominent programs and services that emphasize excellence and competence.

In order to execute our vision, we will engage our partners to help us secure the resources to support our initiatives. For Saint Mary's University to move forward confidently, a comprehensive campaign is being launched to provide leadership and material support for this vision of the future. The following pages describe the specific initiatives that comprise the \$100 million goal of this campaign — **a goal we can proudly reach together, with your passion and support.**



1 LIVE OUR LASALLIAN CATHOLIC HERITAGE
Create opportunities to distinguish Saint Mary's University by building on the Lasallian Catholic tradition.

AREAS OF FOCUS:

- Lasallian Catholic approach
- Universitywide diversity and inclusion
- Character education and virtue formation
- Universitywide wellness
- Lasallian Catholic formation (networking, recruitment, professional development)

2 GROW ENROLLMENT
Pursue new markets and emphasize student success to grow total enrollment.

AREAS OF FOCUS:

- New markets: high school pipeline, international, students with prior education and work experience
- Student success, retention, and completion (residential, on-ground, and online)

3 FOSTER INNOVATION
Create innovative educational models, pedagogies, locations, and pathways that integrate across undergraduate, graduate, and non-degree levels.

AREAS OF FOCUS:

- New non-degree programming (stackable credentials, trade guild)
- Program flexibility (residential, on-ground, online, hybrid)
- Leverage physical locations (Minneapolis, Rochester, Winona)
- Spaces and support for faculty and staff development

4 EXCEL THROUGH EXCELLENCE AND RELEVANCE
Support enrollment growth goals by evolving our academic program portfolio to achieve greater excellence and alignment with student and workforce needs.

AREAS OF FOCUS:

- Regionally dominant, nationally prominent programs
- Alignment with workforce needs
- Faculty and staff development
- Career support for students
- Stronger industry partnerships and alumni connections

5 STEWARD RESOURCES
Create long-term financial sustainability through improved enrollment, efficiency, strategic partnerships, and philanthropy.

AREAS OF FOCUS:

- Institutional effectiveness/operational integration
- Asset utilization
- Strategic partnerships
- Philanthropy



| Access |

\$39 MILLION

But Saint Mary's is taking the definition of access even further, providing programming where and when it's needed — including online and evenings for busy adult learners — and removing the barrier of “self doubt” at all levels. According to a national survey from Strada Education Network, self-doubt was one of the top three barriers to adults enrolling in post secondary education or training, below time and above cost. As important as it is to make it affordable, Saint Mary's is committed to making students feel welcome and that they truly belong.

Saint Mary's First Generation Initiative

Saint Mary's First Generation Initiative on our Winona Campus epitomizes our Lasallian mission of ensuring sure that every student, regardless of their background or financial means, has access — as well as support — in achieving their academic dreams.

High school students from partner Lasallian and Jesuit high schools have the opportunity to participate in the Countdown to College (C2C), an annual two-week summer program that helps boost academic skills necessary for college readiness. More than 200 students have graduated from this program. These students then are eligible for full scholarships through the First Generation Initiative (FGI) at Saint Mary's University, where they not only receive financial assistance, they are also supported throughout their college careers. We've changed the lives of 59 FGI graduates in six years.

Twin Cities Campus Guild

A prospective guild on our Twin Cities campus would serve as an achievable, alternative, and practical pathway to higher education. Saint Mary's is located in the Phillips Neighborhood, in a lower-income, under-resourced area of Minneapolis, where education and job training truly has the possibility to transform lives.

By developing a guild, Saint Mary's could provide targeted job skills training to neighborhood residents who, in turn, could assist Twin Cities businesses with addressing skilled labor shortfalls. These guild classes could then be integrated into one of the business pathways and could seamlessly grow to a graduate degree — a pathway far less intimidating than enrolling in a degree program outright.

Groundbreaking Business Pathways

In 2019, Saint Mary's Master of Business Administration program was recognized as the third largest program in the state, and we can leverage this reputation and our history of innovation with increased focus on our business education opportunities for both undergraduate and graduate students by initiating and expanding **Groundbreaking Business Pathways**. Through a new venture called Saint Mary's Accelerators, business and technology students can design new pathways to graduate degrees, advance their careers, and build their own customized educational experiences. These certificates can stand alone or build into a full degree, stack onto a different type of degree or serve as a specialization to the accelerated MBA (AMBA). This puts students in the driver's seat, and they can change or accelerate their careers at the speed they desire.

Access, in the world of education, means making it possible for students of all backgrounds, regardless of financial ability, to fulfill their dreams of attaining a degree.

| Practical Education |

\$38 MILLION

Saint Mary's knows that in solving long-standing societal issues, the world needs experts from various perspectives and disciplines to develop solutions that have a much higher chance of being successful. No one discipline contains all the answers, which is why interdisciplinary efforts are more critical now than ever.

Adducci Science Center's Hoffman and Brother Charles Halls

By **revitalizing the Adducci Science Center's Hoffman and Brother Charles Halls** on its Winona Campus, Saint Mary's University will create a space for collaborative interdisciplinary innovation between the School of Business and Technology and the John C. Parmer School of the Sciences (including math, psychology, nursing, and computer science).

With your partnership, we can create a next-generation place for students to learn and innovate, including these best-in-class facilities:

- A makerspace, allowing students hands-on opportunities to turn ideas into realities.
- Data Analytics labs, equipped with technology used in data analysis, business forecasting, modeling operations management, market analysis, and project management.
- A sales training suite, which provides students with real-world business environments, a call center, and video recording.
- Learning commons and study areas, which foster collaborative discussions.
- Nursing simulation lab and observation rooms, where students can practice clinical skills until they have developed proficiency.
- A trading lab, which places the global market at the epicenter of student learning.
- An external partners suite to welcome guests and community leaders onto campus to engage our students in solving real-life challenges
- Labs for private faculty and multidisciplinary student research in biomedical research and chemistry, human behavior, computation, and psychophysiology

Rendering of Adducci Science Center



Collaborative Suite of Nursing Programs

In response to the needs of the healthcare industry, Saint Mary's is developing a **Collaborative Suite of Nursing Programs**. With its forward-thinking and constantly adapting programming, Saint Mary's is garnering a reputation for being a leading force in meeting the growing needs in the healthcare sector, particularly in rural areas. In addition to launching an undergraduate B.S. in Nursing (which will be housed in the Adducci Science Center on the Winona Campus), Saint Mary's will launch a Doctorate of Nursing Practice (blended online and residential), and will expand healthcare management program offerings for nursing.

An endowment for scientific study and research prepares tomorrow's scientists, researchers, and healthcare professionals to utilize the latest advancements. As in our Business and Technology programs, Saint Mary's is creating certificate options in healthcare. This allows students to accelerate their careers, acquire knowledge to become more specialized, and potentially use these credits to pursue a full degree program in the future. We're also expanding strategic partnerships with leading healthcare systems near Rochester, Winona, the Twin Cities, and in rural Minnesota – programs that leverage opportunities to enhance student experiences by partnering with the world class medical organizations located near our campuses, healthcare organizations that may also hire our skilled graduates.

Excellence and Inclusion

Saint Mary's, renowned for the strength of its education program at both the graduate and undergraduate levels, will **create a model of excellence and inclusion** in education. As of 2012, according to Arizona State University's Pathways for Performance Report, Saint Mary's University of Minnesota has been the largest provider of principals and superintendents in the State of Minnesota. In addition to expanding its programs, the School of Education also hopes to create model classrooms so students can experience the tangible environment of the modern classroom at Saint Mary's. They also hope to seek out partnerships for licensing opportunities for students of color and encourage more students of color to enroll. Promoting diversity in educators is important, because research has shown that students benefit when teachers share their race or gender. As Saint Mary's works to close the achievement gap in education, it's crucial we support racially diverse teachers. Students of all racial backgrounds can benefit from a diverse teacher workforce that represents the nation's overall demographics.

Rendering of proposed makerspace





| *Lasallian Catholic Differentiation* |

\$15 MILLION

A Lasallian education stands for excellent academics, for personal relationships with professors, for accessibility, and for strength of character and virtue.

Saint Mary's is committed to educating and supporting the next generation of ethical leaders, and instilling in our students the importance of character, virtue, and ethics in their personal and professional actions.

Character and Virtue Education

We plan to **Fortify Character and Virtue Education**, creating a curriculum for current and future educational leaders that places a strong emphasis on moral character, virtue, and ethics. Our efforts will equip those working in education with the framework for virtue that needs to be at the forefront in our schools, and in the hearts and minds of those leading our schools. We are also piloting a certificate series in ethics-based education with collaboration from the Jubilee Centre in Birmingham, England.

Endowment, Scholarships, and the Saint Mary's Fund

Strengthening our **unrestricted endowment, scholarship support, and the Saint Mary's Fund** means ensuring Saint Mary's can adapt and remain vital for generations of learners — all while providing an uncompromising Lasallian education. The Saint Mary's Fund provides the university with fundamental, flexible, accessible support that helps the university respond immediately to critical needs as well as bolster support for ongoing needs.

The legacy of the Brothers, teachers, students, and supporters is remembered in the unrestricted endowment. Endowment funds are invested, and the income is used to continue the mission of Saint Mary's. Planned gifts of investments, land, and assets through wills or estate plans are the most common way to grow the endowment, which is at \$60 million.

Through scholarship support, Saint Mary's University not only helps students realize an academic degree is within reach, it also helps the university by attracting and retaining the most promising students, enhancing the university experience for everyone by creating a robust and diverse academic atmosphere. More than 97 percent of Saint Mary's undergraduate students receive some form of financial assistance. Scholarship gifts allow us to make even more academic dreams a reality.

| *Student Success* |

\$8 MILLION

Saint Mary's renewed focus on wellbeing extends to all of its students. Wellbeing means developing and strengthening the whole student academically, psychologically, socially, physically, and spiritually. And this commitment of support includes preparing them for success beyond graduation.

New and Upgraded Athletic Facilities

Studies have shown that student-athletes engage in important undergraduate experiences at higher rates than their non-athlete peers and are more likely to be thriving in many post-college domains. That is certainly true at Saint Mary's, where student-athletes excel academically and take active and leadership roles across all aspects of campus life. **New and upgraded athletic facilities** will be more attractive to not only potential student-athletes, but all students. Our goal is to make it convenient and attractive for all students to maintain healthy lifestyles, as well as equip our student-athletes with the tools they need to be more competitive. Saint Mary's hopes to construct an outdoor track and field complex with stadium seating, as well as a multi-functional interior. Renovations would enhance the gymnasium and Gostomski Fieldhouse.

Assistive Learning Technology

Assistive learning technology, used by the Student Success Center on the Winona Campus, augments classroom learning, assuring that no student is ever left behind because of a physical or learning disability and removing barriers to academic success.

Expanded Career Services

For the first time, Saint Mary's hopes to **expand its Career Services offerings to students in our graduate and professional programs on our Twin Cities campus**. These adult learners, which comprise the majority of our student population, would receive individualized attention to assist with résumé building, job seeking, interview tips, and other skills to ensure they can find the right position in which to share their newly acquired knowledge and skills.

Rendering of proposed stadium





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The capital campaign is the catalyst that will allow Saint Mary's to create a reimagined university, one that will:

- enhance and embrace our Lasallian Catholic heritage;
- grow our enrollment to serve more undergraduate and graduate students;
- foster innovation in our classrooms and services, and among our faculty and staff;
- excel through excellence and relevance by focusing on student and workforce needs;
- expand and steward our resources to create long-term financial sustainability; and
- educate and serve future generations of leaders.

Your support makes it possible to fulfill the university mission to awaken, nurture, and empower learners to ethical lives of service and leadership.

| *Summary* | OF CAMPAIGN INITIATIVES AND GOALS

| *Access* | \$39 MILLION

| | |
|--|---------------------|
| Strengthen First Generation Initiative and Countdown to College programs | \$14 million |
| <ul style="list-style-type: none"> • First Generation Initiative annual scholarships • First Generation Initiative endowment growth • Countdown to College endowment growth | |
| Establish a guild on Twin Cities campus | \$10 million |
| Initiate and expand Groundbreaking Business Pathways | \$15 million |
| <ul style="list-style-type: none"> • Endowed fund for innovation • Establish stackable graduate credentials (Saint Mary's Accelerators) | |

| *Practical Education* | \$38 MILLION

| | |
|---|---------------------|
| Develop a Collaborative Suite of Nursing Programs | \$10 million |
| Transform Adducci Science Center's Hoffman and Brother Charles halls | \$13 million |
| Create endowed funds for scientific study, research, and faculty development | \$5 million |
| Establish model of excellence and inclusion within the School of Education | \$10 million |

| *Lasallian Catholic Differentiation* | \$15 MILLION

| | |
|--|---------------------|
| Fortify Character and Virtue education | \$2 million |
| Strengthen the unrestricted endowment, the Saint Mary's Fund*, and scholarship support | \$13 million |
| <i>*Simultaneously increasing the impact of the Saint Mary's Fund to over \$1 million annually</i> | |

| *Student Success* | \$8 MILLION

| | |
|--|--------------------|
| Construct a new outdoor track and field complex and remodel athletic facilities | \$5 million |
| Augment student success through assistive learning technology | \$2 million |
| Expand Career Services to the Twin Cities Campus for all graduate students including online | \$1 million |

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As the 14th president of Saint Mary's University of Minnesota, I feel a profound sense of duty to honor those who came before me, as well as a sincere desire to steward well our resources in order to better serve the educational needs of our students in a faith-based context.

This duty and desire is made into a reality by the commitment of the Saint Mary's community and its supporters. In creating our strategic plan, we involved more than 1,500 stakeholders.

As we now implement it, we will continue to need involvement, engagement, and support from thousands more, just like you.

With your support, we can reimagine Saint Mary's University of Minnesota and
build a future full of hope.

FATHER JAMES P. BURNS, IVD, Ph.D.

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