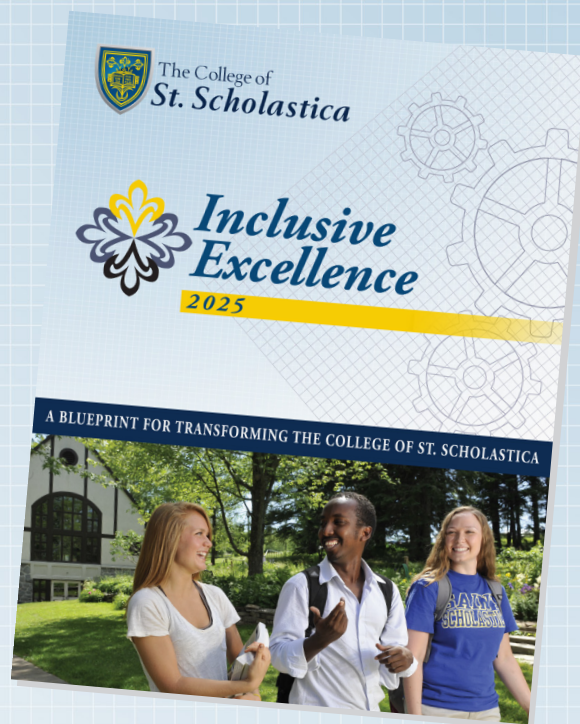


EXECUTIVE SUMMARY



The College of
St. Scholastica



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An Overview of Inclusive Excellence

The Inclusive Excellence Strategic Plan is the first of its kind for The College of St. Scholastica. It builds upon our Catholic Benedictine heritage and values. We view Inclusive Excellence as a blueprint for building and nurturing a living, learning and working community that embodies the aspirations of our founders, where all people, especially those who feel marginalized by the larger society, feel deeply welcome, wanted, valued and supported for who they are and respected for their unique contributions.

Inclusive Excellence must be systemic and deeply ingrained into the fabric of our living, learning, and working experience so that inclusion becomes who we are, versus something we do. And it must mean accounting for individual differences, attributes, cultures and experiences for the purpose of achieving equitable outcomes.

This Strategic Plan for Inclusive Excellence for The College of St. Scholastica is a living plan of action that is intended to serve as a blueprint for embedding diversity, equity and inclusion into the systems and culture of the College. It is a pathway to achieving our full aspirations as a diverse and inclusive community, but to succeed, the plan must be embraced by each of us as individuals.

This means we must approach Inclusive Excellence from a collective impact approach. Because each of us contributes in some way to our students' educational experiences, each of us must commit to and be held accountable for achieving the goals of this plan. We will not be effective if we rely on good intentions alone. This is real work that requires steadfast commitment, creativity, reflection, collaboration and openness to learning and growing from every

member of our community. Rather than an add-on to everything we're already doing, Inclusive Excellence must become the way we do everything.

In 2015, the American Association of Colleges & Universities (AAC&U) sounded an alarm; while the population of college-bound high school students had become increasingly diverse very quickly, higher education had not moved quickly enough to address the equity imperative, resulting in a sharp decline in enrollment across the nation and even more alarming educational inequities and disparities. As educators, we were called upon to “accelerate broad-scale systemic innovation to advance educational practices that engage diversity and challenge inequities in order to make excellence inclusive ...”



Inclusive Excellence is not just another trend in higher education. In our 21st century world of globalization and diversity, Inclusive Excellence is the pathway to relevance, financial viability, sustainability and survival as a values-based, mission-driven Catholic Benedictine college.



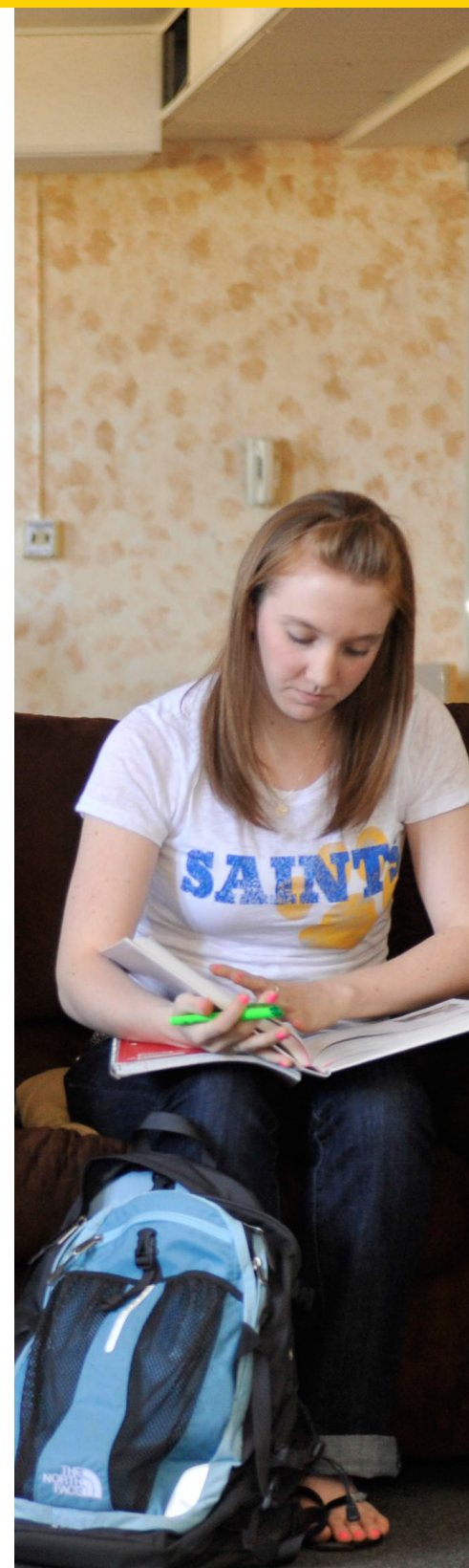
The Inclusive Excellence Journey

Inclusion is not new to The College of St. Scholastica. Our journey on the road to Inclusive Excellence spans over one hundred years and reflects the work of generations of Sisters, faculty, staff and students committed to Catholic social justice and living the Benedictine values.

The founding Benedictine Sisters of St. Scholastica were trail-blazers who advanced gender diversity through providing educational opportunities to young women well before women even had the right to vote. Through advancing education, the Benedictines strove to provide quality healthcare and meet the workforce needs of immigrant populations. Over the decades, St. Scholastica gained a reputation as an institution that excelled in supporting first-generation college students who might otherwise not have access to a higher education.

The College began focusing on demographic diversity in the year 2000, when faced with an imminent demographic shift in racial diversity of college-bound high school students. Over the past 16 years, a tremendous amount of thought, time and effort have gone into recruiting, retaining and graduating diverse students. While excellent work was done, the intended outcomes of these efforts often fell short due to the absence of institutional alignment and support.

In 2013, at the conclusion of two pilot projects advancing the model of Multicultural Organizational Development in one curricular area and one co-curricular area with mixed levels of success, a staff and faculty committee reflected on work done to date and next steps. Important lessons were learned; among them being that Inclusive Excellence must be systemic in order to achieve its goals, because even compartmentalized pockets of resistance can greatly limit the realization of the benefits of Inclusive Excellence. We also learned that diversity and inclusion efforts would only succeed if coordinated under one umbrella at the leadership level within the President's Staff, as opposed to being done independently and in bursts throughout various departments or divisions. The most important lesson learned from this initiative: Creating systemic change could no longer be optional – accountability was critical, and Inclusive Excellence would only succeed with demonstrated leadership commitment at the highest levels of the College.





Prioritizing Inclusive Excellence

As predicted, the demographic shift happened very quickly. In 2010, as the number of high school graduates of color grew in Minnesota and the number of white high school graduates declined, St. Scholastica, like many (but not all) institutions in Minnesota, saw the size of its entering traditional undergraduate class grow smaller and smaller each year.

Thanks to a focused effort by a core group of faculty and staff who continued to drive all areas of the College toward greater equity and inclusion, the pursuit of Inclusive Excellence was adopted within the institution as an imperative in 2013 and the Board of Trustees endorsed Inclusive Excellence as an academic, moral and financial imperative, when a new goal to “Become a more diverse and inclusive community” was added as one of the four Strategic Priorities of the College.

The Office of Inclusive Excellence hired Halualani and Associates during the 2014-15 academic year to conduct a data driven process to assess diversity efforts over the previous four-year period. The mapping process assessed curricular and co-curricular diversity efforts across the entire institution, including the undergraduate and graduate programs.

At the conclusion of the project, we learned that while many activities were happening, there was a lack of strategic and focused effort across the activities, no real alignment of the work from an institutional standpoint and no way of measuring impact. A total of 32 recommendations were offered to help the College achieve Inclusive Excellence goals.

The most crucial was a recommendation that the College develop and adopt a strategic diversity plan, because advancing Inclusive Excellence requires a

concerted, intentional approach with alignment of organizational strategies across the College. A strategic plan was identified as the only possible way the College could hope to make major strides and sustain targeted momentum in diversity achievement on all levels.

Leveraging the theme of “Community” for the 2015-16 academic year, the President and Chief Diversity Officer engaged College leadership in focused dialogue about the essential need of a strategic plan with a framework of goals.

On a parallel path, the Inclusive Excellence Advisory Committee immersed itself in developing a CSS “Inclusive Excellence Statement” as the launch pad for developing a St. Scholastica “Statement on Inclusive Excellence.”

This statement was approved by the Board of Trustees at the October 2015 Board meeting. Also at this meeting, the Board gave the President a directive to develop an Inclusive Excellence Strategic Plan and to bring the plan to the May 2016 Board meeting for review and approval. Finally, and of critical importance, the Board clearly articulated at this meeting its expectation that the new President will be responsible for ensuring implementation of the Strategic Plan for Inclusive Excellence as one of the highest priorities of The College of St. Scholastica.





Inclusive Excellence Is Mission Critical

An intentional focus on diversity at all levels of the College is essential to our mission as a Catholic Benedictine Institution. We are called to “strive to extend hospitality to each member of the educational community...to cultivate curricular and co-curricular ways to recognize the needs and call forth the talents and gifts of persons of differing capacities and dispositions, of diverse races, cultures and backgrounds.” Inclusion is at the very heart of what it means to be an institution committed to Catholic Social Justice.

As an institution committed to Social Justice, we do not and cannot live in isolation. Rather, we have a moral responsibility to be actively part of the solution.

Advancing Inclusive Excellence is also critical toward assuring the future financial viability and survival of the College into the next century.





Methodology for Community Engagement and Plan Development

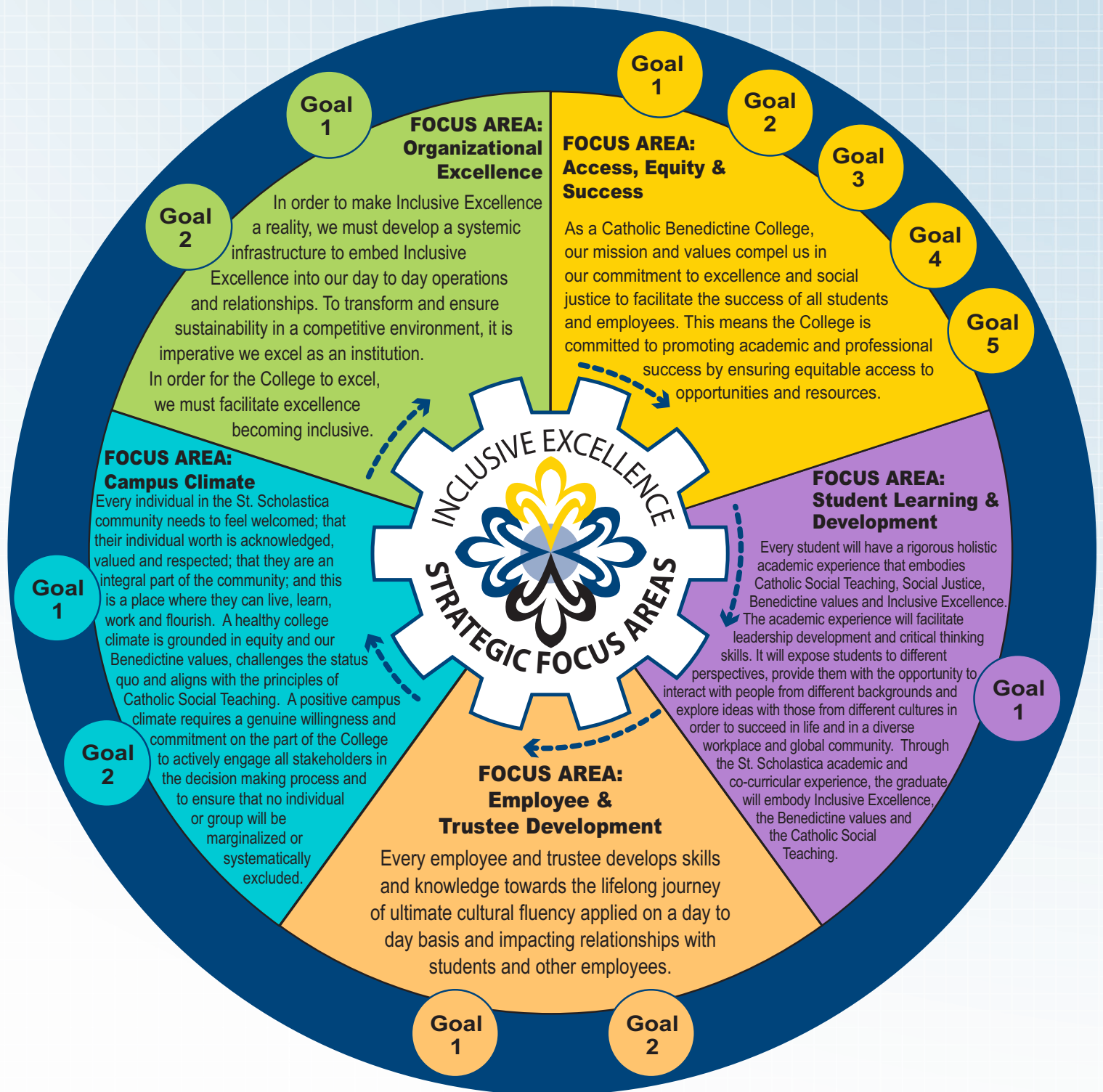
This Blueprint for success is evidence-based, educationally sound and morally right. It reflects our unique identity, values and mission as a Catholic Benedictine institution. The methodology for developing this blueprint integrated both research and extensive community engagement and dialogue, including multiple focus groups with students, staff and faculty; community forums; working sessions with leadership groups, extended sites, schools, divisions and departments. Surveys and questionnaires were also made available to all St. Scholastica community members to submit ideas and feedback regarding how to make Inclusive Excellence a reality at the College and to provide feedback on the draft goals. All of the information gathered was synthesized into themes to develop goals, strategies, recommended action steps and evidence of success, which have been incorporated into the Inclusive Excellence 2025 plan document.

**Inclusive Excellence
2025 was developed with the
expectation and understanding
that it would be fully integrated
into the College-wide
Strategic Plan.**

This Blueprint identifies transformational outcomes expected to be achieved over the next 9 years, categorized into five strategic focus areas which will serve as the design for achieving our Inclusive Excellence outcomes.



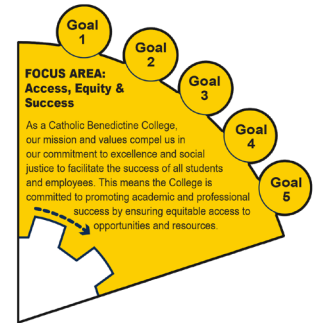
Five Strategic Focus Areas



High level overview of the Five Strategic Focus Areas and Goals

Access, Equity and Success

As a Catholic Benedictine College, our mission and values compel us in our commitment to excellence and social justice to facilitate the success of all students and employees. This means the College is committed to promoting academic and professional success by ensuring equitable access to opportunities and resources.



Goal 1: There is an increase in recruitment, enrollment, retention and graduation rates of first-generation students and students who have been historically marginalized and/or underrepresented in higher education (Students of color, students with disabilities, students from lower socio-economic backgrounds, different religious and spiritual backgrounds, LGBTQ students, non-traditional, International students, etc.)

Goal 2: All St. Scholastica sites and campuses are physically accessible for Scholastica and the broader community.

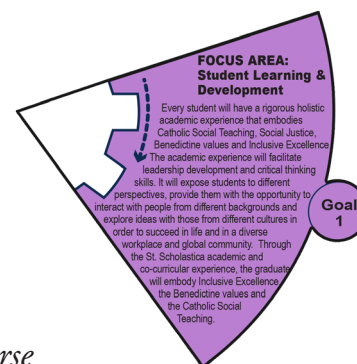
Goal 3: The College of St. Scholastica is more financially accessible for students from historically marginalized and/or underrepresented populations.

Goal 4: The post-college success rates for students from historically marginalized and/or underrepresented populations will be equivalent to those for the student body as a whole. Post-college success is defined by the average length of time to secure a job within a student's field of study and/or the acceptance and completion of graduate studies.

Goal 5: There is an increase in recruitment, hiring, retention and promotion rates of employees from historically marginalized and/or underrepresented populations.

Student Learning and Development

Every student will have a rigorous holistic academic experience that Embodies Catholic Social Teaching, Social Justice, Benedictine values and Inclusive Excellence. The academic experience will facilitate leadership development and critical thinking skills. It will expose students to different perspectives, provide them with the opportunity to interact with people from different backgrounds and explore ideas with those from different cultures in order to succeed in life and in a diverse workplace and global community. Through the St. Scholastica academic and co-curricular experience, graduates will embody Inclusive Excellence, the Benedictine values and the Catholic Social Teaching.



Goal 1: All (undergraduate and graduate) students acquire the knowledge, experience, cultural competencies and skills necessary to succeed in a diverse, global, interconnected world.

Employee and Trustee Development

Every employee and trustee will develop skills, and knowledge towards the lifelong journey of ultimate cultural fluency applied on a day-to-day basis and impacting relationships with students and other employees.

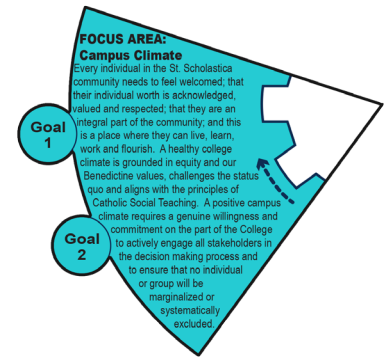


Goal 1: A comprehensive system of professional development focused on effectively leveraging Inclusive Excellence for the benefit of teaching, learning, living and working in the St. Scholastica community is developed and implemented.

Goal 2: A leadership development program is created for supervisors and managers to enhance leadership skills and to build capacity to successfully manage the cultural transformation needed to meet the goals of the Inclusive Excellence Strategic Plan.

Campus Climate

Every individual in the St. Scholastica community needs to feel welcomed. Their individual worth is acknowledged, valued and respected; they are an integral part of the community; and this is a place where they can live, learn, work and flourish. A healthy campus climate is grounded in equity and our Benedictine values, challenges the status quo and aligns with the principles of Catholic Social Teaching. A positive campus climate requires a genuine willingness and commitment on the part of the College to actively engage all stakeholders in the decision making process and to ensure that no individual or group will be marginalized or systematically excluded.



Goal 1: A healthy campus climate (inclusive of all campuses/sites) is created and sustained by providing the conditions necessary for all Scholastica community members to feel welcomed, supported, included, and valued by the College and each other.

Goal 2: Utilizing a variety of assessment tools, inclusive of (but not limited to) a climate assessment, a comprehensive climate enhancement plan will be developed/modified and implemented.

Organizational Excellence

In order to make Inclusive Excellence a reality, we must develop a systemic infrastructure to embed Inclusive Excellence into our day-to-day operations. To transform and ensure sustainability in a competitive environment, it is imperative we excel as an institution. In order for the College to excel, we must facilitate excellence in becoming inclusive.



Goal 1: Infrastructure is developed that systemically embeds achievement and ongoing assessment of Inclusive Excellence into our day-to-day operations.

Goal 2: The College of St. Scholastica will be viewed as a leader in Inclusive Excellence in higher education and our community.

Timelines and Milestones

This Strategic Plan is ambitious and comprehensive and therefore must be accomplished in phases. To that end, the plan has established priorities for the College to work on over a 9-year time frame to achieve the 10 long term expected outcomes.

Building the Infrastructure First Year Priorities

- Develop and execute Year One institutional implementation plan
- All schools/divisions/departments develop and implement goals aligned with and in support of institutional goals
- Develop College-Level Inclusive Excellence Score Card
- Develop and implement a tool for auditing policies, practices and procedures
- Establish Campus Climate Advisory Committee
- Research and begin Climate Assessment process
- Establish cross-functional focus area work groups to assure alignment of efforts across the College
- Develop and implement communication strategy
- Implement the Student of Color Recruitment Plan
- Map undergraduate and graduate (inclusive of GEO) student life cycles to identify ways to enhance the student experience and to decrease disparities around retention and graduation
- Develop and conduct a needs assessment to determine the professional development needs of staff and faculty
- Establish the Inclusive Excellence Advisory Committee to the President
- Establish a task force to revamp screening, hiring and onboarding process for new employees
- Develop Inclusive Excellence Indicators to be incorporated into performance reviews

2016	2016 – Launch the Inclusive Excellence Strategic Plan
2017	2016-2018 – Fully embed Inclusive Excellence strategic plan into College's strategic plan Monitor and assess progress. Make course corrections as necessary
2018	2016-2019 – Develop and implement comprehensive strategy for recruitment, retention, graduation and post-graduation of students from historically marginalized and/or underrepresented populations 2017 – Implement Climate Assessment 2017-2018 – Develop and implement climate enhancement plan based on climate assessment results
2019	Incorporate Inclusive Excellence Indicators into performance reviews 2017-2019 – Develop and implement a competency based leadership development program
2020	Develop and implement a hiring and retention plan for employees 2017-2020 – Develop and implement a plan that incorporates Inclusive Excellence into the lifecycle (curricular and co-curricular) of all undergraduate and graduate students
2021	2017-2025 – Establish and leverage synergistic partnerships with outside communities
2022	2018-2019 – Implement climate assessment and climate enhancement plan 2018-2020 – Develop plan to make The College of St. Scholastica more financially accessible for students from historically marginalized and/or underrepresented populations
2023	2019-2021 – Monitor and assess progress. Make course corrections as necessary 2020 – Implement climate assessment and climate enhancement plan
2024	2023 – Implement climate assessment and climate enhancement plan 2023-2025 – Monitor and assess progress. Make course corrections as necessary
2025	2025 – Implement climate assessment and climate enhancement plan

Key Milestones

- Inclusive Excellence is institutionalized as a core value of the College and used to inform decision making, educational and work practices and policies
- Increased student enrollment and an increase in students from historically marginalized and/or underrepresented populations
- Increase in overall student retention and graduation rates and comparable retention and graduation rates for students from historically marginalized and/or underrepresented populations
- There is measurable evidence of commitment to systemically embed principles of Inclusive Excellence into all core academic activities
- Increase in compositional diversity and retention of employees, students and trustees
- Campus Climate is improved for all St. Scholastica community members
- There is infrastructure in place that supports and promotes the successful implementation of Inclusive Excellence (inclusive of assessment and accountability)
- There is increased participation in professional development opportunities surrounding topics of Inclusive Excellence
- There is a demonstrated improvement in cultural fluency of staff, faculty and students
- Employees are able to communicate what Inclusive Excellence means at an individual and institutional level and is actively engaged in the implementation process



“Inclusion requires transformation of the institution, rather than simply adding in the excluded”

S.M. Miller
*Sociology Professor Emeritus
Boston University*



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- Inclusive Excellence Strategic Planning Work Group
- Inclusive Excellence Leadership Work Group
- President's Leadership Group
- President Staff
- Academic Leadership Group
- Social Work students from SWK3350
- Focus groups comprised of staff and faculty
- Feedback and listening session participants (students, staff and faculty)
- Feedback and listening session with the Sisters of St. Scholastica Monastery
- Feedback and listening sessions with extended sites
- Feedback from staff and faculty via school, department and division meetings
- Feedback via online forms (students and employees)

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Direction for Life

*For more than 100 years, The College of St. Scholastica
has been guided by its Catholic Benedictine roots.*

*A welcoming community of more than 4,000 learners, St. Scholastica is a place to discover
yourself and your place in the world. With everything from traditional on-campus settings
to programs designed for working professionals, you'll find a degree path that fits your
needs from a college recognized as one of the finest in the Midwest.*