



CABRINI UNIVERSITY
ILLUMINATE



CABRINI
UNIVERSITY



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CABRINI UNIVERSITY

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ILLUMINATE, the strategic plan for Cabrini University from 2023–2026, encapsulates the driving forces that will shed light on the future of Cabrini University. This strategic plan represents a steadfast allegiance to the University’s founding mission with its enduring *Education of the Heart*, united with visionary objectives to propel the University through the next three years and ensure its viability for generations to come.

Four themes have emerged to guide our institutional priorities in the rapidly changing higher education landscape: Deepening Impact, Building to Strength, Leading with Purpose, and Courage to Serve.



Embarking on a strategic plan involves taking a comprehensive, wide-ranging, and objective look inside operations to gain insight into what’s working—and not working. While this process always uncovers areas for improvement, it also reveals sources of untapped potential.

Cabrini’s leadership, along with a University-wide Planning Council (UPC), began this intensive work with an evaluation of

Roadmap 2020, Cabrini’s previous strategic plan. Then, reaching out to the campus community, we engaged in an environmental scan, focus group discussions, and surveys to gather input and feedback about our community’s aspirations.

Over the following pages, we outline the outcomes to be achieved throughout the next three years as the institution actualizes ILLUMINATE. These measurable objectives, which

may require us to redefine traditions, reflect the goals most important to Cabrini’s future. ILLUMINATE’s four themes prioritize providing students clear pathways to reach academic and career goals; creating academic opportunities to drive economic mobility; defining institutional awareness through distinctive brand identity; and committing to meeting the needs of traditionally underserved students.

ADVANCING our MISSION EDUCATION of the HEART

ILLUMINATE— CABRINI UNIVERSITY'S STRATEGIC PLAN

When Cabrini University began the strategic planning process, faculty and staff representing all facets of the University were asked to work together with the UPC to assess the future of Cabrini University. It was time to set a new course by implementing a bold and forward-thinking approach to ensure the sustainability and success of Cabrini in this ever-changing higher education landscape.

While the *Education of the Heart* remains at the center of all that faculty and staff do at Cabrini, we needed to refocus and refresh goals and take an honest look at the institution to determine how to remain a relevant university model within the uncertainty of that landscape. We needed to get to the core of the University's value proposition amid all of

its peer schools. Through discussion, feedback, and refinement, the result of this undertaking has yielded ILLUMINATE, Cabrini's Strategic Plan.

You'll read about University-wide initiatives that align with our mission, our resources, and our deliverables, as we move forward as a fiscally robust institution that continues to deliver meaningful, adaptable, and affordable learning experiences to our current and emerging student populations.



Cabrini University's mission emanates from our namesake, Saint Frances Xavier Cabrini, an Italian immigrant and the first American to be canonized in the Catholic Church. The charisma of Mother Cabrini and the order she founded, the Missionary Sisters of the Sacred Heart of Jesus, continue to inspire our *Education of the Heart*, dedicated to academic

excellence, leadership development, and a commitment to social justice.

Linking intellectual competence with moral development, we, as the only Cabrinian institution of higher education in the world, prepare students to become globally engaged citizens, with a responsibility to marginalized individuals in our society.

Cabrini provides its students with an educational foundation in the liberal arts that is enhanced with discipline-specific experiential education and leadership development. Each year, incoming first-year Cabrini students sign a charter agreeing to uphold our core values of respect, vision, community, and dedication to excellence. As alumni, they are ready to achieve professional and personal success while making "a difference in their communities and beyond."

The University welcomes learners of all faiths, cultures, and backgrounds into our community.



ILLUMINATE

Pathways to Graduation

The Cabrini University experience is an authentic journey and providing students clear pathways to reach academic and career goals by the conclusion of that journey is essential to maximize their potential and success. Integrating the University's core curriculum with individual academic majors and embedding career readiness opportunities into curriculum and co-curriculum will create a college-to-career pathway that prepares students for success in the workplace. Enhancing University space and place through reimagining current facilities and outdoor spaces will enhance faculty and staff in their ability to bring these pathways to life.

STRATEGIC INITIATIVES

1. Establish Guided Pathways Within the University's Core Curriculum

Develop and implement guided pathways driven by a) learning community placement; b) intended major; and c) level of academic preparedness within each academic department.

2. Create Opportunities to Strengthen the College to Career (Readiness) Pipeline

Create experiences that map to the National Association of Colleges and Employers (NACE) career-readiness competencies through specific, hands-on coursework, co-curriculum, and/or high-impact practices offered within each academic department.

3. Refresh, Repair, and Reimagine Current Facilities and Outdoor Spaces

Evaluate, enhance, and dedicate outdoor spaces designed to allow students to appreciate the beauty of campus and entice them to build peer relationships outside of the classrooms and residence halls.

ILLUMINATE

Opportunities and Access

The Cabrini University community continues to evolve in living out its mission through welcoming all learners to campus. The future of this campus will include a robust community of adult learners and transfer students seeking to complete their bachelor's degrees in-person and online. In the spirit of Mother Cabrini, the University will create intentional pathways for learners who may never have considered the pursuit of a bachelor's, master's, or terminal degree to drive economic mobility for these students. The advancement of a clear fundraising plan that seeks philanthropic support for institutional priorities that aid the University in meeting the needs of current and future populations of learners will allow the institution to move from the actual to the imaginable.

STRATEGIC INITIATIVES

1. Create a Learning Environment to Recruit and Support Adult Learners

Create programming and curriculum that supports adult learners in undergraduate degree completion and in graduate programs.

2. Enhance Transfer Degree Completion

Strengthen relationships with two-year institutions to showcase Cabrini as a transfer-friendly institution that offers clear pathways to degree completion.

3. Design a Comprehensive Fundraising Plan

Establishing Key Fundraising Metrics
Design a plan to guide institutional fundraising efforts in ways that leverage the Cabrini community and provide transparency in the advancement of institutional initiatives.



ILLUMINATE *the Cabrini Brand*

Our compelling mission underscores Mother Cabrini's vision of an *Education of the Heart*: a liberal arts education enmeshed in experiential learning that produces leaders in both their professions and communities. While those immersed in our community recognize and identify the value of a Cabrinian education, attention will shift to clearly articulating the Cabrini brand externally. It is here that the University can effectively communicate the authenticity of the Cabrini experience, identifying the distinctive nature of what it means to truly belong through living, learning, and leading with purpose.

STRATEGIC INITIATIVES

- 1. Revitalize and Increase Awareness About the Cabrini Brand**
Define the University's distinctive brand identity through market research and ensure marketing messaging in all formats, including the reimagination of the University's web, speaks to the brand.
- 2. Amplify Climate and Space as a Catalyst to Social Belonging**
Create an authentic environment intentionally designed to address the psychosocial and safety needs of students, faculty, and staff in ways that promote social well-being, sense of belonging, and institutional pride.
- 3. Enhance the Engagement of Cabrini University Alumni**
Strengthen relationships between alumni and the University to create an array of interactions between alumni, students, and the community. Leverage the experiences and expertise of alumni to enhance the student experience.

ILLUMINATE *Inequities and Possibilities*

Over the past decade, the University has continuously increased enrollment of Black, Indigenous, and People of Color (BIPOC) students. In an effort to actively address racial and economic disparities that exist in post-secondary education, Cabrini is committed to not only enrolling but serving students of color who choose the University and put their trust in the hands of the community to partner in their success. To succeed in this effort means to be intentional in addressing the academic, social, and financial needs of traditionally underserved students. Cabrini University is dedicated to this institutional transformation that will result in academic equity, student success, and student persistence for BIPOC learners to ensure all Cabrini students thrive.

STRATEGIC INITIATIVES

- 1. Establish Infrastructure to Bolster the Success of BIPOC Students as a Commitment to Serve All Students**
Commit to a cultural change with an intentional focus on creating an institutional infrastructure that serves, supports, and creates equitable opportunities, experiences, and outcomes for BIPOC learners to ensure all Cabrini students thrive.
- 2. Increase Student Success Rates for BIPOC Students**
Live out a commitment to enrolling, retaining, and graduating BIPOC students. Actualizing this commitment is providing the appropriate support and resources that will allow BIPOC students to achieve their academic, personal, and professional goals.
- 3. Facilitate Financial Support for Students in Financial Need**
Increase access to resources and information regarding institutional financial support to ensure students can afford a Cabrini education.

“
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AND THERE IS SO
LITTLE OF IT IN
COMPARISON WITH
ALL THE GOOD THAT
MUST BE DONE.”

—ST. FRANCES XAVIER CABRINI



ILLUMINATE OUR PLAN FOR THE FUTURE

As this plan comes to life, Cabrini will be approaching its 70th anniversary. The institution looks forward to celebrating this milestone and the achievements of its community with renewed strength and a clear vision for the future.

ILLUMINATE sets this vision for how the Cabrini community can become greater than its current existence. Committed students, faculty, and staff

with a deep desire to see Cabrini thrive and grow will be at the center of these efforts. It will take all community members working together as we keep the institution’s common mission—our *Education of the Heart*—at the center of this work.

Modifications and adaptations within this strategic plan will occur in response to circumstances in the unpredictable and

changing higher education marketplace, but what will remain is Cabrini’s commitment to academic excellence, community engagement, and leadership development.

Now that the goals of ILLUMINATE have been defined, all members of the institution have work to do. So, let’s begin today to deepen Cabrini’s impact, build institutional strength, continue to lead with purpose, and always have the courage to serve. In small and big ways, this community can, and will, strive to make a difference at Cabrini.



