

VISION.IMPACT.GROWTH.

CABRINI

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ROADMAP

VISION.IMPACT.GROWTH.



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ROADMAP TO GROWTH

Upon his arrival in 2014, President Donald B. Taylor envisioned the *Roadmap to Growth* in an effort to strengthen the Catholic liberal arts education experience for all members of Cabrini’s community. Through its focus on key areas and targeted demographics the plan will position Cabrini as a force for good in the world and a premiere educational institution for all students who seek an *Education of the Heart*.



STRATEGIC GOALS

THROUGH 2020:

Cabrini seeks to serve all those who call Cabrini their own. Those people comprise the future ambassadors of the Cabrinian tradition in an ever-changing marketplace and community.

A strategic task force was assembled to help analyze how we can better serve our community, as well as identify the challenges that stand before us in achieving the Roadmap. The following major areas became the focus as the most critical areas for the College to achieve success by 2020.

With input from representatives of all areas of Cabrini’s academic, administrative and executive levels, the strategic task force sought to provide guidance on how these areas could grow and develop as they relate to Cabrini’s Mission, and to each other.

For each of these areas, we will outline a primary goal on how Cabrini can increase enrollment in these areas, as well as provide a better experience to everyone in the Cabrini population. We will discuss how we intend to measure the progress and success in striving for these goals, and touch on the indicators for success in each of these areas.

Taking these goals and indicators into account, we believe Cabrini will succeed with growing student populations, higher levels of satisfaction, and a further commitment to Cabrini’s Mission and those it serves.

MESSAGE FROM THE PRESIDENT



Preparing and launching a strategic plan is always exciting because it details plans for future success. However, for a strategic plan to be effective, you need to know the marketplace, build on your strengths, focus on your mission, and remember your history. Well, that's exactly what we did when developing the Cabrini 2020 Roadmap: Vision, Impact, Growth.

Since the first 43 students arrived on campus in the fall of 1957, Cabrini's mission has been more than just to educate the mind, but to transform the whole person through an Education of the Heart. Cabrini has always provided students the academic rigor and leadership skills required to succeed professionally, coupled with a commitment to social justice that enables Cabrini graduates to improve the communities they encounter. This will remain, and be strengthened.

Cabrini's Core Values—respect, vision, community, and commitment to excellence—have been passed down through generations of students and these values are the foundation of the College's success. Going forward, they will be the catalysts for its bright future since they serve as the values for the Cabrini 2020 Roadmap.

The Cabrini 2020 Roadmap identifies areas of opportunity to expand Cabrini's outreach, bolster our commitment to academic excellence, strengthen our leadership development, and renew our commitment to social justice. By better serving our existing students, cultivating new students, celebrating our contributions to a better society, and by enhancing infrastructure and programming, Cabrini will remain a premiere educational institution for future generations.

As we set our sights on 2020, we commit to transforming the life of every student who joins our community. Together, the Cabrini community can achieve all that we've planned to achieve. It will be an exciting journey and I hope you'll join us.

In the Cabrini tradition,

Donald B. Taylor, PhD
President

MISSION: EDUCATION OF THE HEART

Cabrini is a Catholic institution of higher education dedicated to academic excellence, leadership development, and a commitment to social justice.

The College welcomes learners of all faiths, cultures, and backgrounds and prepares them to become engaged citizens of the world.



More than a century ago, St. Frances Xavier Cabrini urged her teachers to “educate the hearts” of their students. She insisted that a Cabrinian education link intellectual competence with moral development and instill a special concern for those persons who are in need.

Cabrini continues this strong commitment to ensuring an “Education of the Heart” by providing an academic program and a living and learning environment that form liberally educated persons who will succeed in their profession and make a difference in their communities and the world.

TRADITIONAL UNDERGRADUATE



WE WILL ENHANCE THE VIBRANT UNDERGRADUATE STUDENT EXPERIENCE TO ATTRACT AND RETAIN A MORE DIVERSE STUDENT BODY.

Cabrini has fostered a tradition of inclusivity and diversity, and this effort is reflected in its current undergraduate student population.

By focusing on responsive programming and enhanced services, we can improve the student experience while fostering cultural awareness beyond our local community.

2020 OUTCOMES

- Increased enrollment of qualified undergraduate students
- Improved retention from fall to spring, and spring to fall
- Expanded student diversity, leading to classification as an Hispanic-serving Institution

TRANSFER STUDENTS



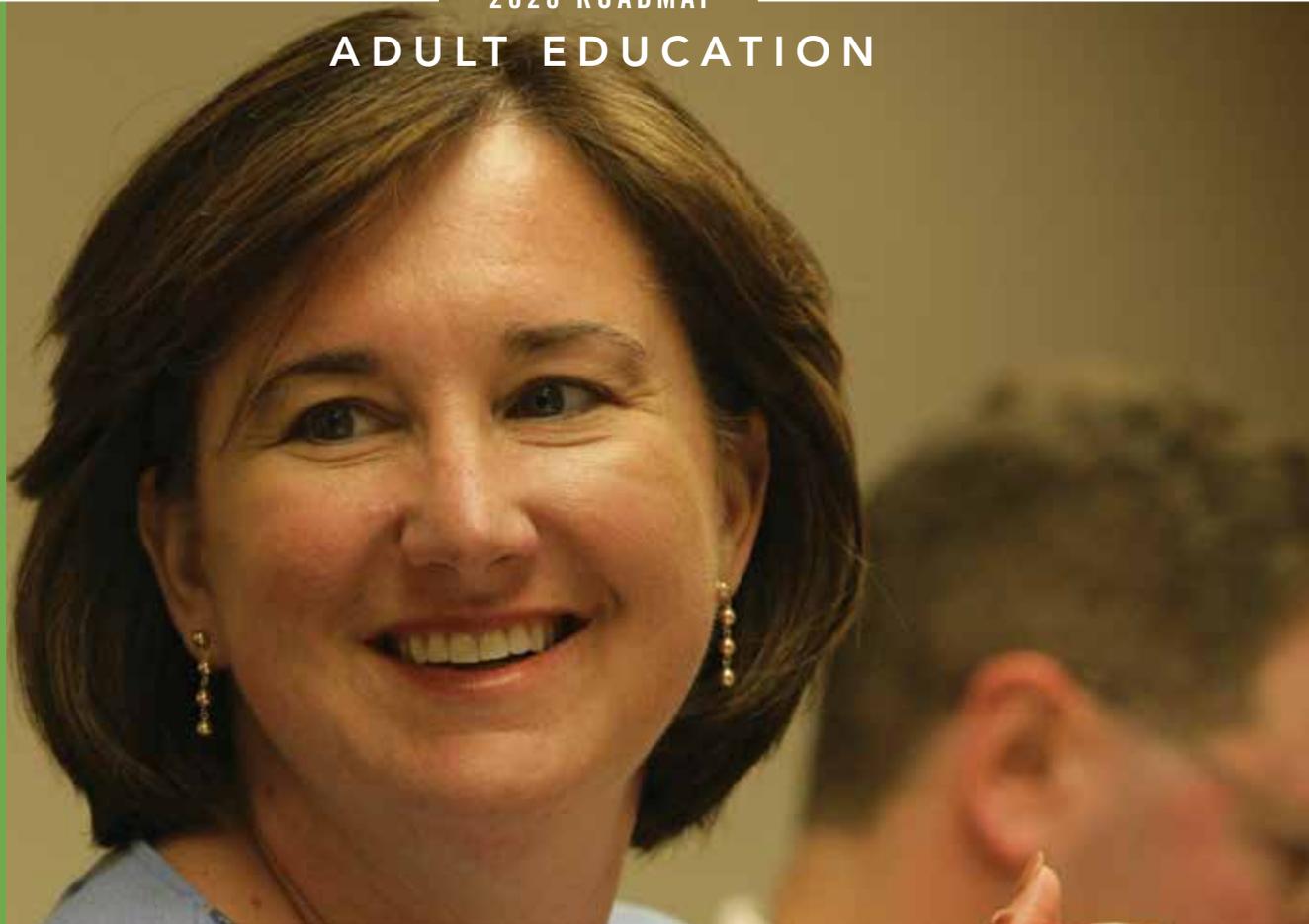
WE WILL ESTABLISH A TRANSFER-FRIENDLY EXPERIENCE FROM INQUIRY TO GRADUATION.

Today's students are informed consumers in the educational marketplace. Even after students have committed to other educational institutions, it may not be the right fit. We welcome these students to the Cabrinian community and seek to make it easier for them to transfer, while better serving them in the time they spend here at Cabrini.

2020 OUTCOMES

- Improved transfer process resulting in increased transfer student enrollment
- Expanded onboarding for transfer students to foster stronger community among transfer students

ADULT EDUCATION



WE WILL BUILD SUSTAINABLE AND DISTINCTIVE ACADEMIC PROGRAMS THAT MEET THE NEEDS OF ADULT LEARNERS.

Nontraditional students comprise over 40 percent of the higher education community, spanning a range of backgrounds and experiences. With this growing market, Cabrini seeks to grow and sustain successful adult education programs that establish Cabrini as a distinguished place for nontraditional students to earn their degrees.

2020 OUTCOMES

- Increased enrollment of qualified adult and professional students
- Establishment of off-site locations and online program delivery services
- Achieve high-level completion rates for adult students

GRADUATE PROGRAM

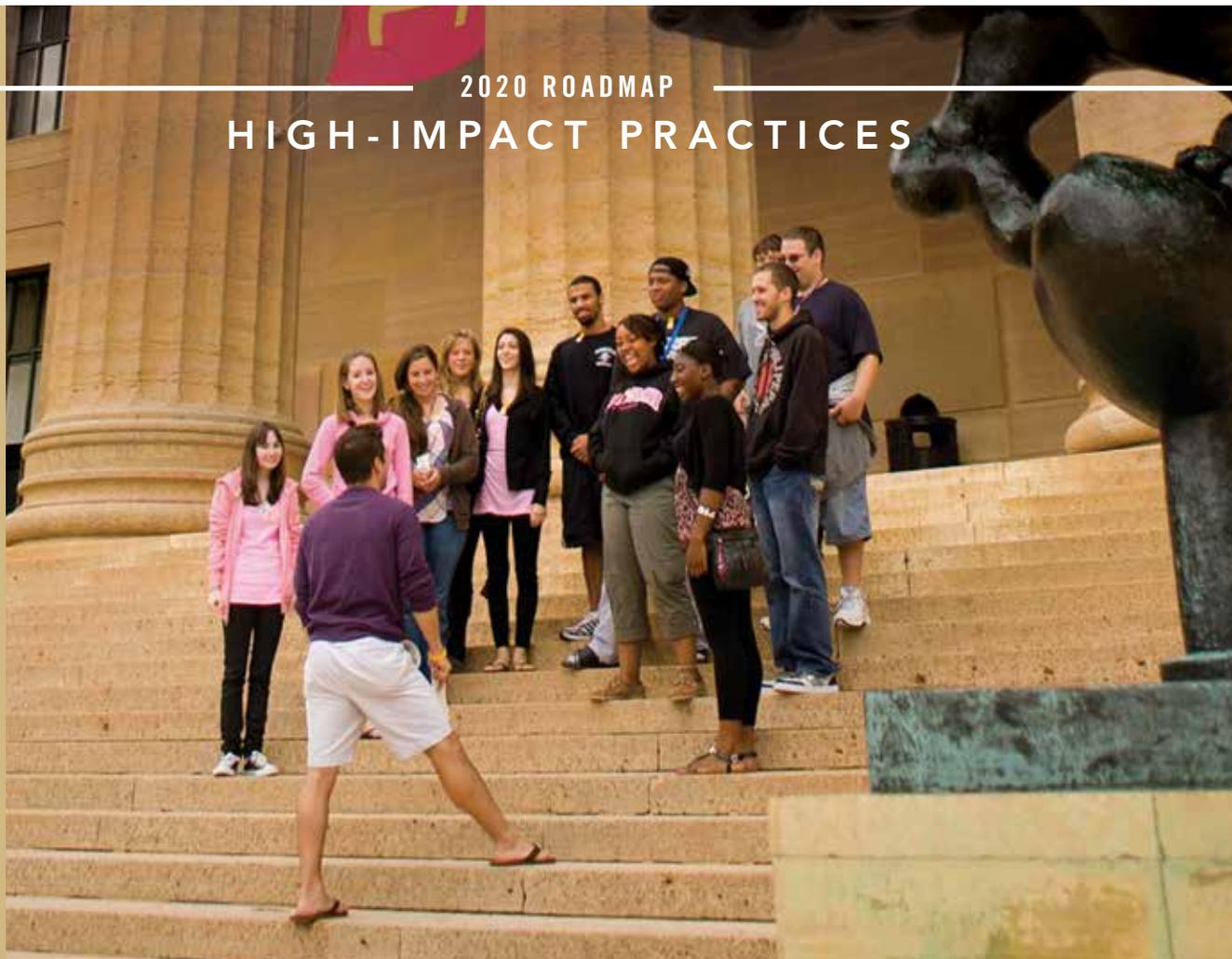


WE WILL GROW AND ENHANCE SUSTAINABLE GRADUATE PROGRAMMING IN THE CABRINIAN TRADITION TO MEET THE NEEDS OF GRADUATE STUDENTS IN THE CURRENT EDUCATIONAL MARKETPLACE.

Our graduate offerings consist of full-time and part-time master's programs, doctoral programs, and off-campus programs throughout PA. We recognize that graduate students have unique needs and expectations of their academic experience—different from traditional undergraduate students. In order to distinguish ourselves in a highly competitive field, we seek to create a graduate program that is responsive to the needs of today's graduate student.

2020 OUTCOMES

- Increased enrollment of qualified graduate students
- Increased completion rate program
- Establishment of a high satisfaction rate among graduate students
- Development of robust, market-driven graduate programs

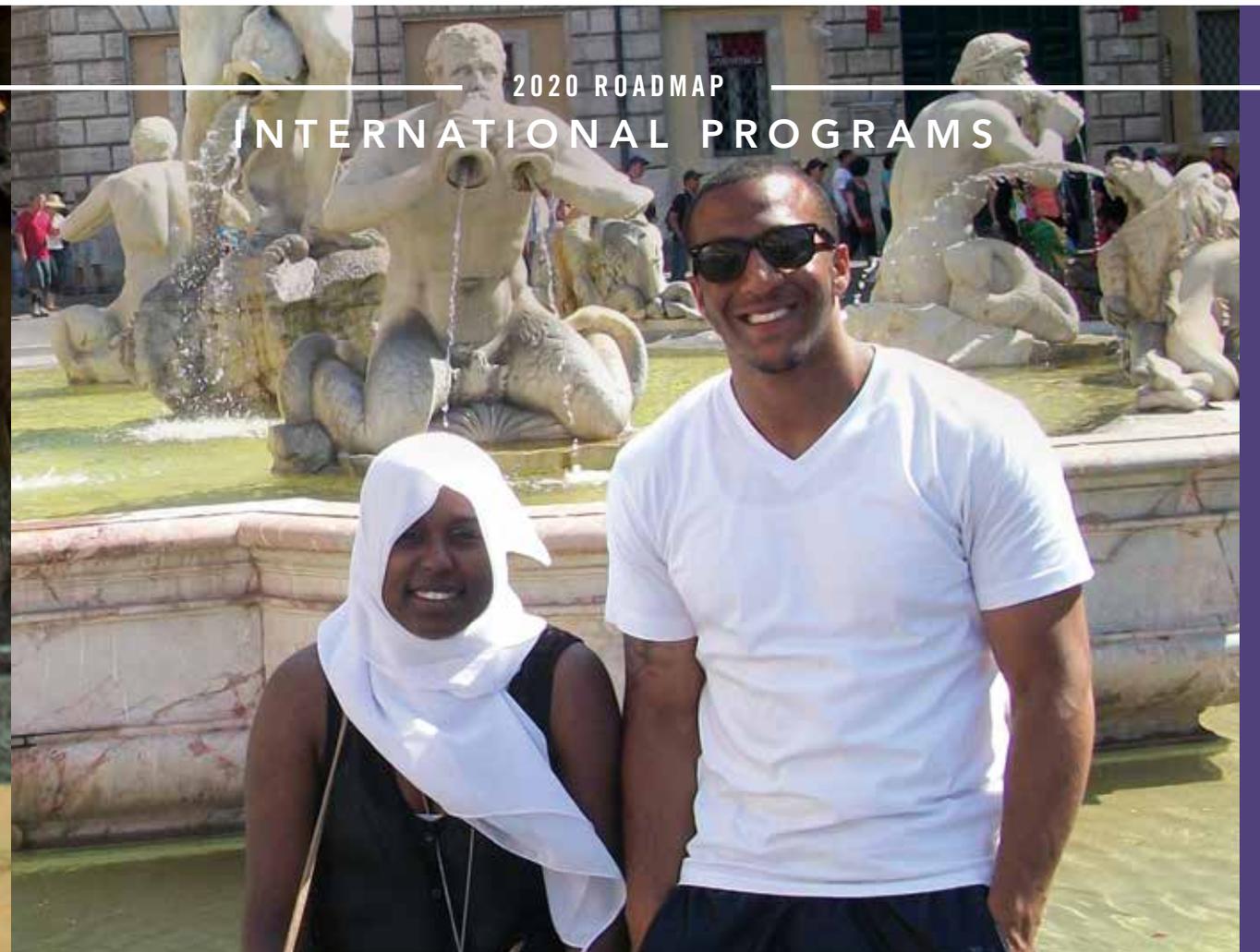


WE WILL ACHIEVE EXCELLENCE IN STUDENT SUCCESS THROUGH HIGH-IMPACT PRACTICES.

Students at Cabrini speak of the impact that a Cabrinian education leaves on their lives. Since inception, we have fostered a community of warmth, personal attention, and inclusiveness, leaving a lasting impact on all who come through our doors. We seek to focus on consciously imparting high-impact practices in all areas of our academic community, from matriculation to graduation and beyond.

2020 OUTCOMES

- Increased participation of students in Learning Communities
- Increased number of available Learning Communities
- Increased exposure to High-Impact Practices for all undergraduate students
- Increased exposure to High-Impact Practices for all graduate students

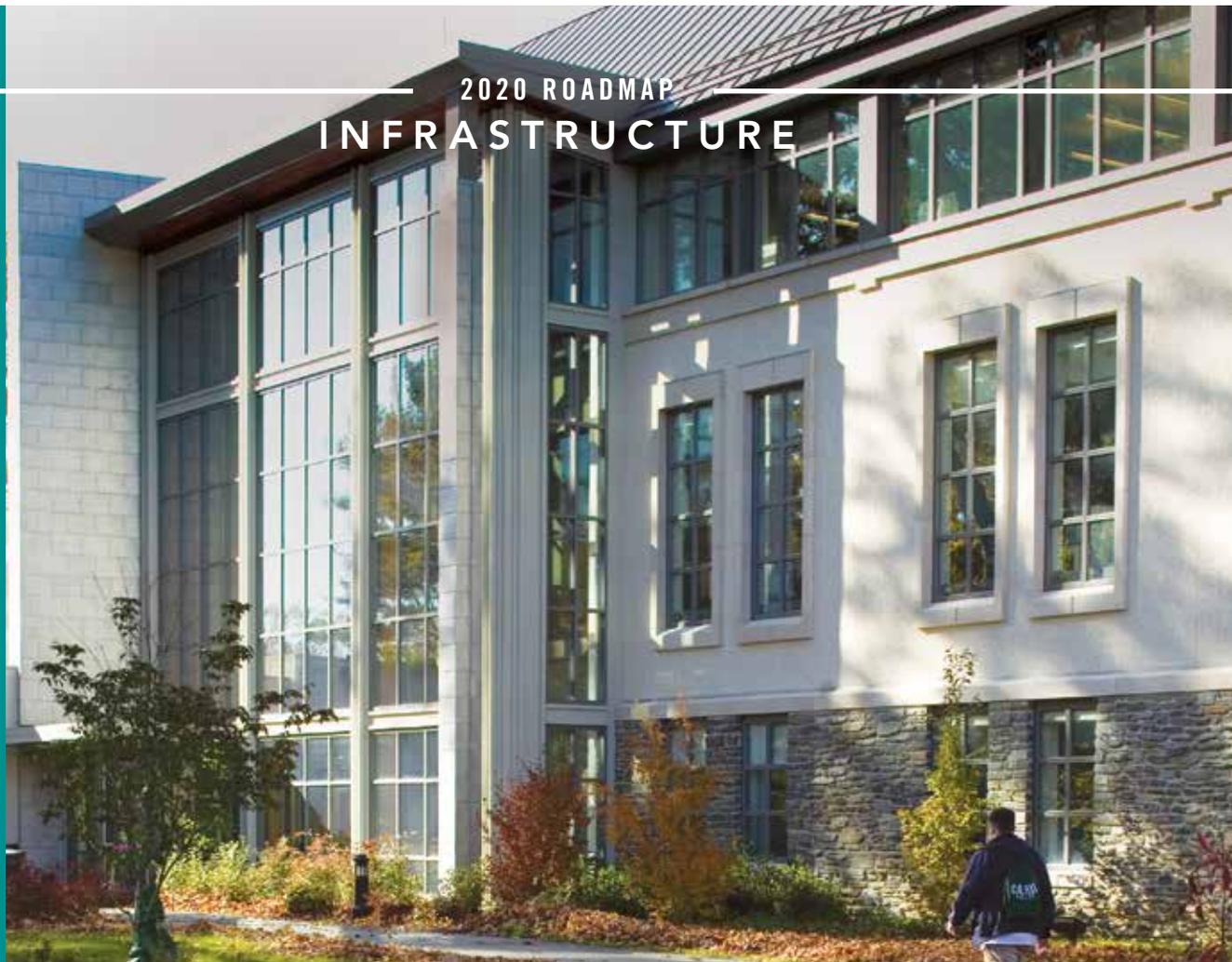


WE WILL CULTIVATE A UNIQUE CABRINIAN GLOBAL STUDENT EXPERIENCE.

The Cabrini name extends beyond the walls of our campus; and in many instances, far beyond the shores of our country. People from all over the world recognize “Cabrini” from high schools and health care systems. We seek to grow our international awareness and student population, better serving those who travel so far to pursue their education at Cabrini.

2020 OUTCOMES

- Increased enrollment of qualified international students
- Establishment of an Accredited English Language Learner (ELL) support service
- Expanded training for faculty and staff in serving international students
- Established infrastructure to support international student needs



WE WILL STRENGTHEN THE CAMPUS INFRASTRUCTURE TO ENHANCE THE MISSION AND IDENTITY OF CABRINI.

Cabrini requires more than just inspired people to be a force of good in the community. The resources and facilities provided to not only students, but also faculty and staff must meet the level of commitment and dedication from those who make Cabrini great. We seek to strengthen our infrastructure and increase the overall equity in Cabrini that will match the efforts of those who comprise our population.

2020 OUTCOMES

- Completion of Campus Master Plan milestones
- Increased annual giving
- Increased brand awareness of Cabrini
- Increased alternative revenue sources

WE WILL CELEBRATE AND STRENGTHEN OUR INCLUSIVE CAMPUS COMMUNITY THAT HONORS THE CONTRIBUTIONS OF ALL EMPLOYEES.

Cabrini's success is not the result of the few, but rather the efforts and inspiration of the entire Cabrini community. Our employees impart life-changing wisdom and efforts on the students who walk through our gates and make Cabrini the special place that its students treasure. We seek to honor those employees, and do better for them in all areas; and create a community of true diversity that is responsive and relatable to the Cabrinian community.

2020 OUTCOMES

- Increase faculty and staff job satisfaction rate
- Increased diversity in faculty and staff in line with our student body

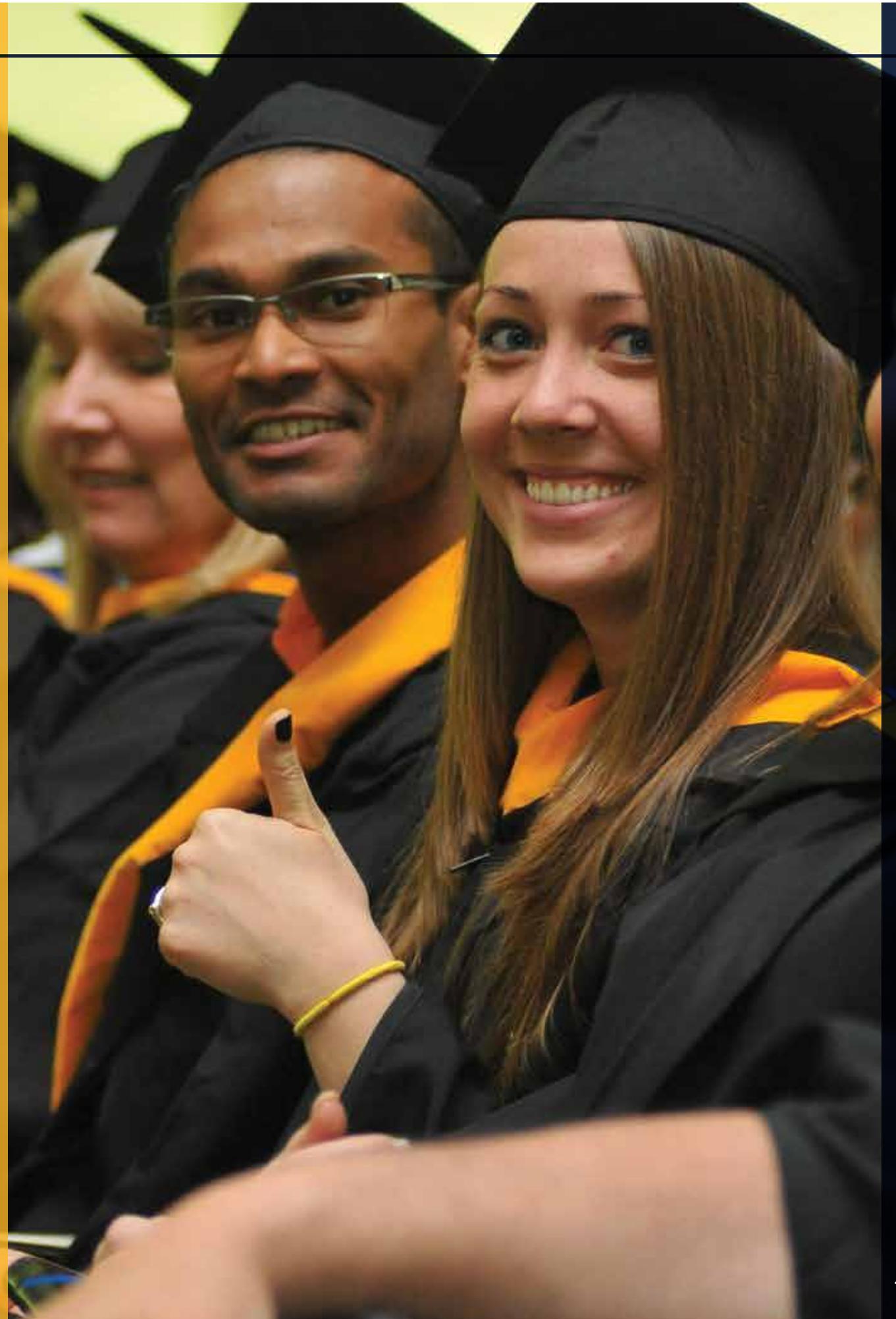
IMPLEMENTATION

CABRINI'S SUCCESS LEADING UP TO AND BEYOND 2020 WILL TAKE THE INDIVIDUAL AND COLLECTIVE ACTIONS OF ALL MEMBERS OF THE CAMPUS COMMUNITY.

Here, we have provided the 10,000-foot view of our plan. It will guide the overall actions and considerations of each major area through the next four years.

A Committee will be created to implement the Roadmap, ensuring that the institution meets key benchmarks and stays accountable.

The strategic task force that assembled this plan believes that transparency and consistent communication are keys to Cabrini's success. We will be updating the community on the progress and completion of these goals regularly.



CONCLUSION

VISION. IMPACT. GROWTH.

We seek to make Cabrini a place where students of all backgrounds, all nationalities, and all interests can find an education that not only meets their needs, but better their lives. In this document, we have laid out our vision of making Cabrini a place that continues to leave its impact on students, faculty, staff and all members of the community. There's no doubt that through the year 2020, we will continue to grow; and we believe that with this strategy in mind, we can grow in ways that exceed not only our expectations, but also our aspirations.

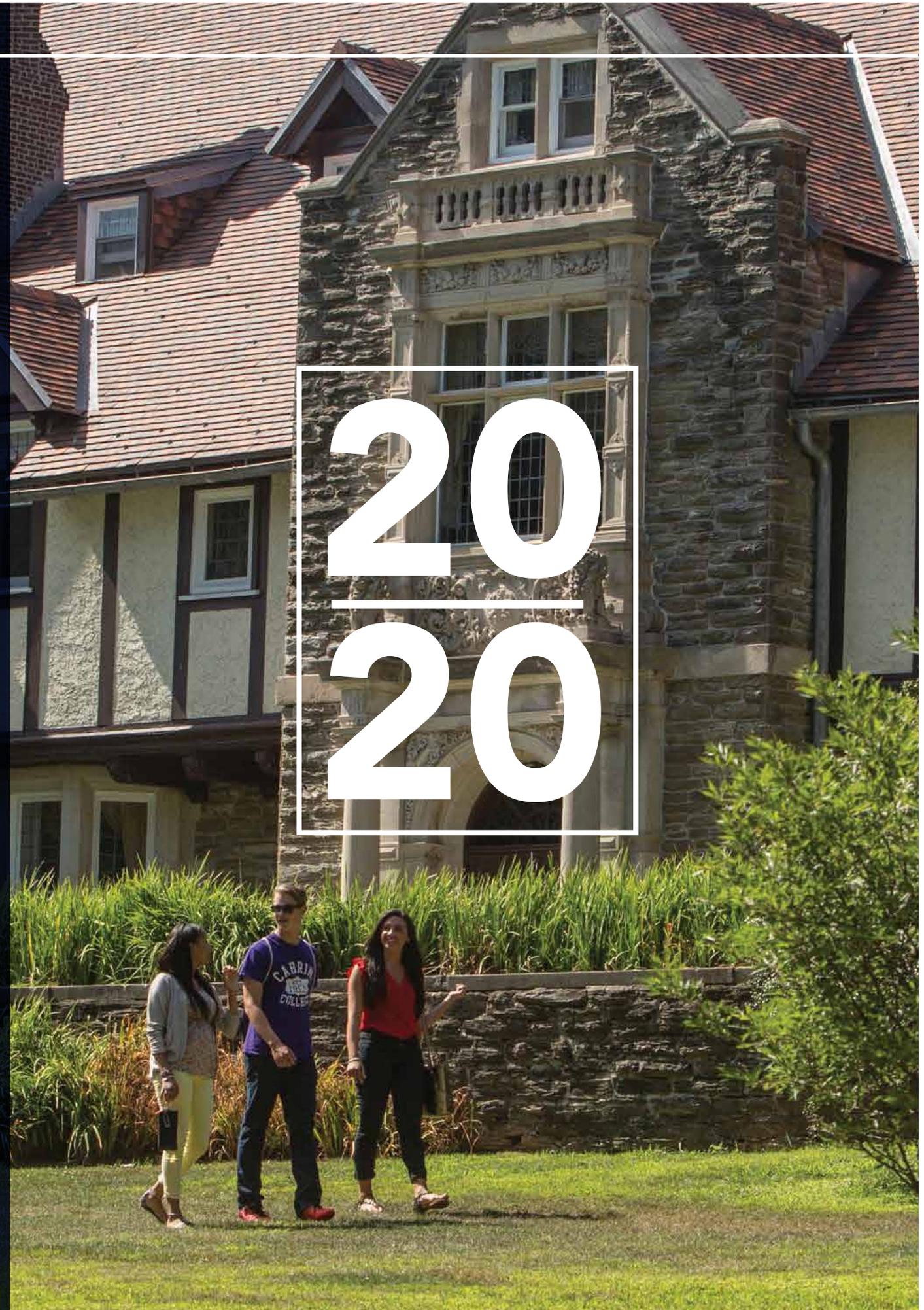
The plan does not reflect all that we hope to do between now and the year 2020. It also does not represent an unalterable set of directives, since strategy and

planning must reflect the dynamic nature of the world we live in, and the community we represent. It is a living document, and one that will change and respond to the needs of the community and those who seek to make it the best it can be.

This framework serves as a place to begin acting, to focus our resources, and make challenging decisions for our institution. We will continue living our Mission of providing an "Education of the Heart" to all who seek it, and with these guidelines in mind, we believe we can grow and succeed in 2020 and beyond. We believe we can be a place for students, faculty and staff, and for the community as a whole to be a force for good in their lives, and the world.



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