

LIMITLESS



DEVOTION | OPPORTUNITY | RESULTS





MISSION

We are a ***Catholic University*** with rich cultural and international diversity ***committed*** to the academic and professional success of our students who become ***ethical leaders*** in the global community.



Since its founding in 1961, ***St. Thomas University*** has demonstrated an ***undeniable spirit, resilience,*** and ***deep commitment*** to educating students to shape the future we want.

In our 60-year history, STU has established itself as an integral part of our South Florida community. STU is a reflection of the essence that makes ***Miami the American city*** of the future—with quality programs and a community grounded in ***fellowship, faith*** and ***purpose.***

Central to our identity is
our **Catholic education**,
focused on the development
of the whole person and
respect for all people.



Now, STU is on the verge of something **extraordinary**.

Led by President David A. Armstrong, J.D., our **University** has undergone intense **self-reflection**, to better understand **where we are** and **where we want to go**.

The **process** began with a comprehensive strategic thinking document developed by President Armstrong and a 30-person strategic planning steering committee. Next, 50 people in workgroups formulated our three goals. With **more than 13,000** students, faculty, staff, alumni and community members surveyed, everyone had an opportunity to be **involved** in the strategic planning initiative.

This is our roadmap for **success**.





Based on three goals — ***Devotion, Opportunity*** and ***Results*** — this 5-year strategic plan builds upon our current strong ***foundation*** to propel STU forward, and ensure ***long-term growth*** and ***sustainability***.

The ***opportunities*** for our University and our students are ***limitless***.



STRATEGIC PLAN VISION

Become a Great Catholic University that transforms students into ***ethical leaders*** who impact our global city and beyond.

LIMITLESS DEVOTION

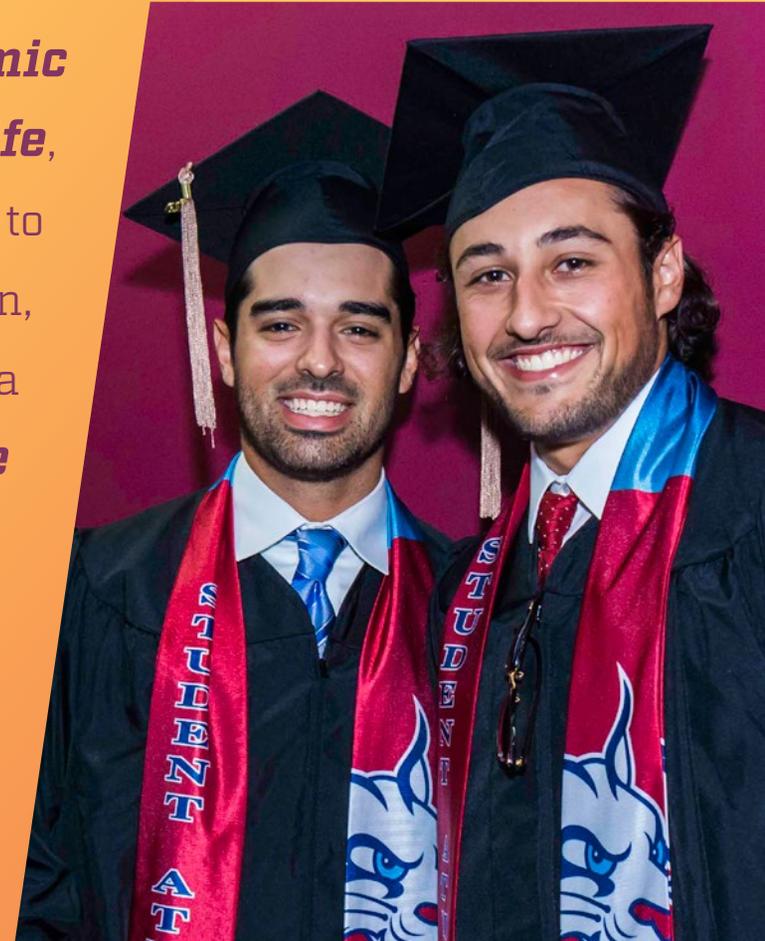
The *Catholic Intellectual Tradition* is our *inheritance* that demonstrates that we will seek all answers knowing that *God* is at the *center*. That tradition enables us to *develop* our *students* as a whole person, and transform them into ethical leaders who *guide others* through life.





LIMITLESS OPPORTUNITY

We **provide** our students with the **necessary skills, training** and **experience** to ensure that their options and opportunities are **infinite**. From our **academic offerings to our campus life**, our programming is designed to meet the demands of our region, and provide students with a definitive **growth experience** that will **serve** as the basis for a **successful** and **happy life**.



LIMITLESS RESULTS



We have a **great responsibility**. Our Students are **trusting** us with their **personal, intellectual** and **spiritual** growth, and we must ensure we are **stewarding** and **honoring** their belief in our institution. We will strive to provide **service excellence** and modern facilities. Our faculty, staff and students will **seek** continuous **improvement** and strive to be the **best** at everything we do.



D R E A M





Be the **DREAM**

D **DEVOTION** At the core of STU is our faith. Our Catholic identity is essential to how we operate and how we impart knowledge. We seek to be regarded as a center of creativity and dissemination of knowledge for the good of humanity. We emphasize the development of a whole person while focusing on ethical behavior.

R **RESPONSIBILITY** We have the responsibility to contribute to the growth of South Florida—and to serve, help and lead our community forward. We put our heart and soul into everything we do. We are consistently seeking to give to others and to become our best true selves. We need to be great stewards of our region.

E **EMBRACING** STU embodies the small “c” in Catholic, meaning all-embracing and universal. With an inclusive and diverse campus, being a Bobcat means being part of the *#STUFam*.

A **ADAPTABILITY** Since our Augustinian founding fathers left Cuba escaping a communist regime, STU has demonstrated resilience, spirit and adaptability. We are tenacious, flexible, innovative, and have the perseverance to do what is right when it is right.

M **MERIT** We are a preeminent institution in our region. Our high caliber programs, students and faculty give us distinction. Through self-reflection and quality assessment we will ensure that we provide an excellent education for our students.



GOAL 1 | LIMITLESS DEVOTION

Educate students for Faith Formation to become Ethical Leaders for Life in our Global Community

1 OBJECTIVE 1: STRENGTHEN OUR DISTINCTIVE CATHOLIC AND MIAMI IDENTITIES

- Tactic 1: Lead the university through a rebranding process to increase brand recognition and establish brand locally, nationally, and internationally
- Tactic 2: Educate faculty and staff to understand and convey our distinctiveness as an Archdiocesan University
- Tactic 3: Develop and implement a marketing master plan
- Tactic 4: Establish and launch the Institute for Interfaith Leadership

2 OBJECTIVE 2: CELEBRATE OUR CATHOLIC INTELLECTUAL TRADITION

- Tactic 1: Renew and deliver a curriculum consistent with mission reflective of the Catholic Intellectual Tradition and relevant to students
- Tactic 2: Invigorate and increase the presence of Campus Ministry, and infuse the mission into student life

3 OBJECTIVE 3: DEVELOP ETHICAL LEADERS FOR A GLOBAL COMMUNITY

- Tactic 1: Increase participation with the South FL St. Thomas More Law society, while establishing partnerships with catholic communities and other organizations
- Tactic 2: Establish the Institute for Ethical Leadership and launch a Bachelor's, Master's and Doctorate in Ethical Leadership studies

GOAL 2 | LIMITLESS OPPORTUNITY

Ensure challenging curriculum and a vibrant collegiate experience.

1 OBJECTIVE 1: CULTIVATE INNOVATIVE AND IMPACTFUL ACADEMIC PROGRAMS

- Tactic 1: Evaluate and mold current academic programs to ensure superior teaching, high caliber learning, and relevancy
- Tactic 2: Create quality programs and degrees that respond to the needs of industry and our region
- Tactic 3: Establish Institutes and Centers of Excellence that articulate distinctiveness as a Catholic University
- Tactic 4: Become the Global Catholic Online University
- Tactic 5: Increase competitive standing for postgraduate exams in Law, Nursing, and professional degrees

2 OBJECTIVE 2: SHEPHERD DYNAMIC, AUTHENTIC EXPERIENTIAL LEARNING ACTIVITIES TO PREPARE STUDENTS FOR MEANINGFUL CAREERS

- Tactic 1: By 2021, all graduating seniors must have completed an experiential learning requirement
- Tactic 2: Increase career path placement by developing an effective career services office, expanding partnerships with public and private entities, alumni, and other university stakeholders

3 OBJECTIVE 3: PROVIDE A VIBRANT AND WINNING COLLEGIATE EXPERIENCE THROUGH OUTSTANDING STUDENT DEVELOPMENT ACTIVITIES

- Tactic 1: Enhance and grow co-curricular and extracurricular experiences
- Tactic 2: Create new and engaging mission-centric student activities that build community
- Tactic 3: Bolster current athletic offerings and develop new programs and initiatives that support enrollment, affinity, and engagement goals





GOAL 3 | LIMITLESS RESULTS

Ensure long-term sustainability through superb STUwardship of our financial, human, and physical resources

1 OBJECTIVE 1: BUILD FUNDRAISING CAPACITY, PARTNERSHIPS, AND REVENUE STREAMS

- Tactic 1: Build a robust fundraising division
- Tactic 2: Launch a \$50 million capital campaign that includes increasing the endowment from \$30 to \$40 million and developing a comprehensive master plan
- Tactic 3: Create diverse revenue streams by identifying new partnerships and income-generating activities

2 OBJECTIVE 2: STRENGTHEN THE UNIVERSITY'S FISCAL POSITION AND PRODUCE CONSISTENT OPERATING SURPLUSES

- Tactic 1: Enhance and redevelop programs to recruit, retain, and graduate students. By 2025, have a headcount of more than 7000 students- 1500 full time undergraduate, 700 law, and 800 living on campus
- Tactic 2: Be more effective and efficient in revenue generation and expense control
- Tactic 3: Improve budgeting process to conform with best practices in auditing, reporting and accreditation

3 OBJECTIVE 3: PROMOTE OPERATIONAL EXCELLENCE AND THE MODERNIZATION OF RESOURCES

- Tactic 1: Complete a transformation of our technological footprint
- Tactic 2: Revise policies and procedures to align with fiscal needs to bolster excellence in and out of the classroom
- Tactic 3: Build a high-performance culture committed to the success of the University based on personal responsibility, assessment, and accountability



LIMITLESS



Infinite possibilities come to those who *believe!*