

Schreiner University

CORE GOALS

Core Goal 1: We will provide our students with transformative learning experiences that support their personal growth, promote excellence in their professional lives, and prepare them to serve as effective leaders in their communities.

We will design an educational environment enabling students to grow into the people, professionals, and leaders they want to be, and we need them to be. In designing this environment, we will utilize the best thinking in higher education about what matters and transform our learning environments to reflect these practices. As importantly, we will invest in our learning environments understanding what matters to our students at each stage of their development.

We will enable and expect students to actively participate in their learning experiences so that they can manage—in creative and intentional ways—the unscripted world they will face when they graduate. We will do this by utilizing advisors, mentors, and coaches who walk alongside students and help them make strategic educational and life choices, manage setbacks, course correct as necessary, and articulate where they are going and why they want to go there.

Objective 1: Utilizing the National Survey of Student Engagement (NSSE) data clearinghouse, we will achieve at least 75% of Schreiner seniors who participate in two or more High Impact Practices prior to graduation in order to amplify their experiential learning.

Objective 2: Schreiner students will identify a statistically significant higher satisfaction rating in *Campus Climate* and *Campus Life* on the RNL Student Satisfaction Inventory when compared to national four-year private institutions in order to measure what matters to students outside the classroom.

Objective 3: Schreiner students will identify a statistically significant higher satisfaction rating in *Instructional Effectiveness* on the RNL Student Satisfaction Inventory when compared to national four-year private institutions in order to measure what matters to students inside the classroom.

Objective 4: Schreiner senior students will achieve an overall mean score that falls within the 75th percentile of the ETS Proficiency Profile demonstrating higher than expected outcomes of core skills—reading, writing, critical thinking, and mathematics—when compared to other senior students

nationally in order to successfully navigate future opportunities.

Objective 5: The Collegiate Learning Assessment – used to measure students' achievement of critical thinking, problem solving, and writing skills – will identify Schreiner University as a value-added institution.

Objective 6: Achieve 100% adherence to minimum technological integration standards that address learning management system usage for all courses-specific to each academic department.

Objective 7: Integrate structured, universal, and comprehensive Schreiner Experience co- curricular programming across four years of academic study so that 50% of incoming full- time freshman will earn the Schreiner Experience Challenge Coin by the time they graduate.

Core Goal 2: **We will be known as the Hill Country's university whose students pursue purpose and embody the best values of Texas.**

The Texas Hill Country is a region beloved for its natural beauty. It is an oasis of rivers, hills, wildlife, culture, and comfort before one enters the expanse of West Texas. As the Hill Country's University, Schreiner will appeal to and be a place of hope and opportunity for students from around the region, state, nation and world.

Texas sits at the intersection of people, cultures, and ideas. It is an exceptionally diverse state with a history of redeeming, restoring, and transforming ordinary individuals into people who achieve the extraordinary. In this way, Schreiner reflects the state out of which it grew. Schreiner will continue to promote its identity as a uniquely Texan institution, cultivating students who are resilient and graduates who have impacted the state in enduring ways. In doing so, Schreiner will be known as the Hill Country's University that believes in the classic Texan virtues of spirit, fortitude, and achievement and produces alumni who embody these virtues.

Among these Texan virtues we cherish is the intention to stand for something. Our first president, Jim Delaney talked about the importance of four-square or whole person development- mind, body, spirit, and social aspects of Schreiner Institute students. Because of this and Schreiner's relationship to the Presbyterian Church (USA), we expect our students, faculty, and staff to articulate individual and shared values. We engage in service to society and still practice whole-person development.

Objective 1: Schreiner will promote its brand so that the aggregate of its unique social media followers on Instagram, X, Facebook, YouTube, TikTok and other platforms surpass 60K.

Objective 2: Employ schreiner.edu as an innovative website that serves as the primary resource for university information, news, events, and updates and where its overall engagement increases by 50% from 2023-2024.

Objective 3: Embrace the University's Presbyterian values and heritage through an institutionalized pursuit of purpose by integrating two new traditions for the university community.

Objective 4: Secure the operational future of *The Texas Center at Schreiner University* by completing its \$6 million endowment campaign.

Objective 5: Using the Texas Center as a catalyst, Schreiner will promote its Texan identity – diverse, resilient, eager, bold, confident, and self-reliant – by implementing or enhancing 5 on-campus initiatives and by serving as a collaborative partner with 5 regional and state organizations who promote information on the Texas experience.

Objective 6: Devise a renewed focus of service learning and social responsibility on campus where the overall annual participation of volunteers from Schreiner increases by 25% from 2023-2024 further promoting service to society.

Objective 7: Permeate the Schreiner University brand throughout the Texas Hill Country (Kerr and surrounding counties) by identifying 100 new opportunities that allow Schreiner University and Schreiner students to be known.

Objective 8: Design and launch at least 5 new programs that develop Hill Country economic and cultural opportunities by partnering and/or collaborating with local organizations.

Objective 9: Identify and create three new Schreiner University events that bring the community to campus and can be institutionalized beyond 2030.

Core Goal 3: We will enroll, retain, and graduate students with the capacity to thrive and contribute to their community and the world.

Enter with Hope. These words, carved in stone on the entrance to campus, express a message to all passing by and entering that our university offers an opportunity for an education to those who want it. We understand that many students will not just matriculate from secondary education but will seek to enter the university after having experienced a variety of life's challenges and they will have diverse needs. We realize that many may see college as unattainable, and we will show them a pathway to enter and be successful at Schreiner.

We will seek out students who are interested in life-long learning and present them with opportunities. We will achieve excellence not simply by recruiting excellent students but by designing an educational environment that leads our students to excellence. We will invest in the curricular and co-curricular experiences of students to enrich Schreiner's value proposition and provide meaningful and intentional opportunities throughout a student's time at Schreiner. We will nurture curiosity, encourage ambition, applaud effort, and inspire confidence in our students.

Using all the tools and knowledge available to us, we will provide our students every opportunity to Leave with Achievement from Schreiner University and thrive as alumni. We will also make every effort to connect with our graduates long after their graduation and promote their successes.

Objective 1: Enroll at least 2,030 students by Fall 2030 census who have the best chance to succeed at Schreiner University (2,030 by 2030).

Objective 2: Demonstrate enrollment sustainability by enrolling at least 2,500 students (unduplicated headcount) throughout a 12-month period.

Objective 3: Schreiner will develop and launch five structured and scaffolded academic programs that align with the Texas economy and wider economic trends.

Objective 4: Retain at least 80% of incoming full-time freshmen (cohort 2029) their first year at Schreiner University by Fall of 2030.

Objective 5: Demonstrate freshmen retention sustainability by reaching at least five first year freshmen retention rates at 70% or higher.

Objective 6: Recognize a 4-year graduation rate of 50% by Fall of 2030.

Objective 7: Assess whether Schreiner alumni are “thriving” (as defined by the alumnus) and achieve 75% satisfaction of Schreiner University among alumni surveyed.

Objective 8: Schreiner alumni's median earnings will surpass the Texas four-year midpoint of comparator schools' median earnings as documented by the US Department of Education's College Scorecard.

Objective 9: Schreiner alumni's median total debt will be below the median average of comparator schools in Texas as documented by the US Department of Education's College Scorecard.

Objective 10: Expand young alumni (graduates within the past 20 years) engagement through the Schreiner Former Student Association so that recent graduates represent at least 20% of annual participants in giving and/or in involvement at events.

Objective 11: Achieve top ten status within ranking sector of Carnegie's new universal Social and Economic Mobility Classification.

Core Goal 4: We will achieve a prosperous financial position through operational excellence.

The realization of Schreiner University's strategic plan requires solid financial footing and operational excellence. Our commitment to increasing revenue through diverse streams while continuing to enhance the efficiency and effectiveness of operations will build the momentum necessary to fulfill our mission and vision for the long term. Achieving a prosperous financial position is imperative given the current challenges our world is facing, from the ongoing economic challenges of inflation to changing national demographics that foreshadow a shrinking pool of traditional college students and a rising skepticism about the value of higher education.

The time is now to build the financial strength necessary to realize our strategic ambitions. We will establish a new culture of financial excellence, undergirded by improved acumen and a common understanding of revenues and expenses. Specifically, Schreiner will employ a forward-looking and continuous improvement mindset, pursue sustainable financial aid models, explore net revenue streams, review cost reduction plans, sustain mutually beneficial partnerships, optimize assets to support strategic initiatives and efficient operations, and enhance value. As a result, financial decisions will also be guided by strategic need and financial soundness.

Objective 1: Create a surplus of \$1.5M in operating funds annually (outstanding balance at end of fiscal year) that can be used to re-invest in Schreiner University's ability to grow, thrive, and compete.

Objective 2: Achieve 20% of Schreiner University's institutional scholarships as fully funded.

Objective 3: Successfully complete the Centennial Endowment Campaign to increase the University's Endowment to \$100M and work to then increase the endowment value to \$150M.

Objective 4: Maintain a multi-year financial strategy that supports the university's strategic priorities and provides 100% of budgeted revenue to cover the university's depreciation expense to address critical infrastructure need.

Objective 5: Secure at least three multi-million-dollar federal government grant funding opportunities that support university operations, strategic priorities, or capital investments.

Objective 6: Successfully monetize 100% of the existing non-liquid, land asset classification of the university in order to provide revenue stream opportunities.

Objective 7: Conduct annual reviews of the university's investment portfolio ensuring its active investment strategy surpasses the anticipated forecast of 3 % gain above annual benchmark.

Objective 8: Achieve operational excellence throughout the university's enterprise by consistently adhering to 100% of the accreditation standards set forth by the Southern Association of Colleges and Schools: Commission on Colleges.

Core Goal 5: We will continue to invest in the delight of the Campus to further enhance student and community experiences at Schreiner.

Preserving the history of our campus and meeting the needs of students as we prepare them for future careers while growing our student population requires significant investment, re-investment, and innovation. As we enter the next 100 years of education, we must view future transformations on campus through a bold, creative, and innovative lens. We can shape the campus for the present and future generations of Schreiner.

Our students, faculty, staff, and alumni will connect to each other as a community and constantly re- connect to the Mountaineer family at Schreiner. Our community will take shape through the construction of spaces on campus where community-building takes place, and it will take shape through the legacy of our traditions and our creation of campus spirit initiatives. Planned growth in athletics, transformative learning experiences inside and outside the classroom, and in-demand academic majors will expand the value proposition that Schreiner offers. We will intentionally shape our community to adapt to the needs of student life and cultivate a sense of belonging.

We will align facilities, land, and space to the needs, scale and resources of the university. We will imagine a campus master plan that provides a vision for new roadways, a new front lawn, a new dining facility, parking garage, and expanded athletic facilities accommodating new NCAA Division III sports. We must be relentless in our pursuit to both maintain existing facilities and grounds as well as work to improve, build, and modify for the betterment of the university.

Objective 1: Strengthen the presence of Schreiner University's campus community by developing or revitalizing seven spaces for students to congregate.

Objective 2: Evaluate and assess the needs of 100% of classroom, laboratory, and non-instructional facilities to determine if the teaching or office space meets the modern pedagogical or customer service demands of higher education.

Objective 3: Realize the completion of the campus master plan in athletics in accordance with the Phase 1 established timeline.

Objective 4: Achieve 20% of established goals from a newly developed sustainability master plan that addresses technology and software demands, building modifications, human resources capabilities, and other university infrastructure enhancements.