

**MISSION STATEMENT:**

The University of San Diego is a Roman Catholic institution committed to advancing academic excellence, expanding liberal and professional knowledge, creating a diverse and inclusive community and preparing leaders who are dedicated to ethical conduct and compassionate service.

**2024 VISION STATEMENT:**

The University of San Diego sets the standard for an engaged, contemporary Catholic university where innovative changemakers confront humanity’s urgent challenges.

**SIX PATHWAYS:**



*By 2024, USD will set the standard for an engaged, contemporary Catholic university by focusing on our six interconnected Pathways and delivering on the Promise of our University by achieving the following Goals:*

**Goal 1: Enhancing Student Learning & Success** - Strategically impact student learning and success through a community that fosters engagement, life-long learning, and a deep sense of belonging and empowers them as alumni to lead purposeful lives.

- Opportunities
- a. Fully implement the core curriculum by 2021.
  - b. Implement the student life cycle management plan by 2018.
  - c. Increase retention and graduation rates to levels consistent with the top quartile of our peers.
  - d. Emulate best practices for engaging alumni throughout their life cycle and annually track success measures for alumni (jobs, careers, civic engagement, etc.).
  - e. Increase interdisciplinary learning opportunities, pilot new educational delivery systems, and expand online offerings.
  - f. Improve processes and procedures that monitor student achievement to increase the number of students that USD annually nominates students for the most prestigious awards and recognitions globally (Rhodes, Truman, Eisenhower, etc.).
  - g. Enhance the prospects of employment, graduate school opportunities, entrepreneurial ventures, and full-time volunteer service for our students by leveraging our alumni, parent, and affiliate connections and by expanding key business and industry partnerships.

**Goal 2: Elevating Faculty & Staff Engagement** - Attract, retain and develop faculty who are high-impact teachers and engaged scholars, and foster a campus environment that embraces all employees as collaborators in the educational enterprise.

- Opportunities
- a. Develop faculty and staff knowledge and skills so that all students can participate in high-impact learning opportunities, Changemaking practices, and experiential learning activities.
  - b. Support and strengthen faculty engaged scholarship with processes and incentives that increase the amount of research grants and philanthropy secured in support of this work.
  - c. Provide competitive faculty and employee compensation and verify progress by performing a biennial review of national data.
  - d. Expand recognition and rewards for exceptional achievements and performance of faculty and all employees.
  - e. Increase the number of endowed faculty positions to attract and retain the best faculty from around the world.
  - f. Create and implement a new leadership development program for employees by 2018.

**Goal 3: Strengthening Diversity, Inclusion, & Social Justice** - Justly represent the breadth and beauty of God’s creation in our own community and transform the campus culture to ensure that all community members thrive.

- Opportunities
- a. Create and implement new programs to sustain meaningful Catholic student enrollment.
  - b. Among private universities, design and implement an enrollment strategy so that USD becomes a first choice institution for underrepresented students.
  - c. Rank among the top 100 most diverse private universities in the country (based on a nationally recognized index) and graduate underrepresented students at a higher rate than the national average for private institutions.
  - d. Increase faculty of color to more closely reflect our student population.
  - e. Expand USD’s reputation as a leader for inclusive excellence among Catholic universities, including the integration of diversity across the curriculum.
  - f. Create and implement an innovative model for serving non-traditional students in our region.

**Goal 4: Improving Structural & Operational Effectiveness** - Model best practices in institutional sustainability and effectiveness that embodies Pope Francis’ vision for the Care for Our Common Home and embraces USD’s Culture of Care.

- Opportunities
- a. Address the university’s aging infrastructure and need for expanded learning and living spaces through the implementation of a multi-year facilities plan.
  - b. Develop a plan for the reallocation of resources to meet the highest academic needs and support growing programs.
  - c. Model best practices in environmental sustainability.
  - d. Create an environment that fosters and rewards creativity, innovation and interdisciplinary opportunities.
  - e. Reduce tuition dependency, increase scholarships through philanthropy, and increase our competitiveness by ranking within the top 100 private universities in terms of endowment.
  - f. Exceed the \$300 million goal of the Leading Change Campaign by 2018.
  - g. Annually review and implement practices that optimize operational effectiveness, improve service performance and enhance utilization of campus facilities.
  - h. Annually demonstrate responsible stewardship and accountability of institutional resources.

**Goal 5: Amplifying Local & Global Engagement and Reputation** – Further develop a local and global reputation as a university that facilitates democratic partnerships and builds solidarity to foster greater inclusion, prosperity, and social justice.

- Opportunities
- a. Create an education and Changemaker corridor in Linda Vista that models best practices in anchor strategies addressing education, commerce, and health needs in the local community.
  - b. Enhance our efforts to be a leading hub for arts and culture in the San Diego and Tijuana regions.
  - c. Serve as a leading contributor to bi-national programs and dialogue on issues associated with the US – Mexican border.
  - d. Increase USD’s international presence, engagement, and partnerships.
  - e. Leverage the use of the USD Madrid Center.
  - f. Develop an action plan to enhance USD’s reputation that includes utilization of faculty expertise regarding local and global issues.
  - g. Achieve the United States President’s Honor Roll for Community Service every year and receive the highest honor as the Presidential Award winner.

***BECAUSE THE WORLD NEEDS CHANGEMAKERS...***

