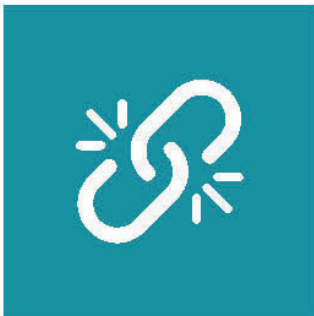
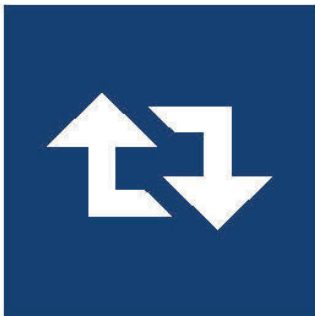
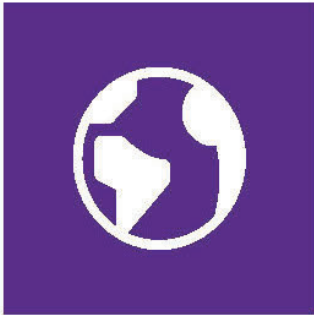
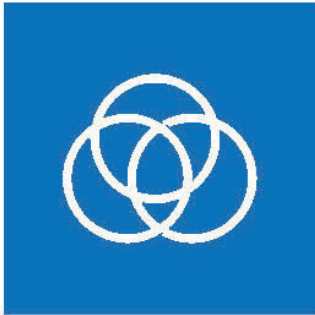


Strategic Plan Pathways

ENVISIONING 2024

Because the world needs Changemakers



 University of San Diego®

The Pathways

We will demonstrate what it means to be a contemporary Catholic university through the following three pathways:

LIBERAL ARTS EDUCATION FOR THE 21st CENTURY – Prepare students to lead purposeful lives with successful careers in the 21st century. Purely vocational, skill-based training will not stand the test of time in an age of rapid technological change. A 21st century liberal arts education provides the opportunities to study the historical, cultural, and scientific/technological forces that have ushered in this century and that will shape our future. Students learn to challenge ideas, and to discern significant truths about reality, faith, and human existence in their lives and careers. A 21st century liberal arts education delivers the learning outcomes that 80% of employers seek according to surveys by the Association of American Colleges and Universities. These include the ability to write and speak effectively, construct and evaluate arguments, apply knowledge in real-world settings, make ethical decisions, and work in teams. In addition, the 21st century demands students who possess the technological skills expected in the workplace. As a Catholic university, a liberal arts education is further enhanced with attention to the Catholic Intellectual Tradition, with the great questions about why we exist, and intentionally focusing on the development of the whole person, including the spiritual.

ACCESS AND INCLUSION – Expand access and demonstrate inclusive excellence to benefit the learning and success of all students and to advance educational equity and become a first-choice university for underrepresented students. Our value of community reflects our dedication to “creating a welcoming, inclusive and collaborative community accentuated by a spirit of freedom and charity, and marked by protection of the rights and dignity of the individual...creating an atmosphere of trust, safety and respect.” USD’s Culture of Care brings this commitment to everyday campus life. We have achieved much to make USD a more diverse and inclusive place. We must continue to reflect and renew our commitment to foster an inclusive community and to actively advance access and inclusion. We must also expand access to a USD education for students who cannot take courses entirely on campus or within the confines of a fixed semester system through expanded on-line and hybrid learning.

CARE FOR OUR COMMON HOME – Demonstrate care for all creation by embodying the urgent call of *Laudato Si* through teaching, scholarship, campus culture, and community partnerships. The message of *Laudato Si* tells us we must not only speak the words, but also take immediate action in concrete ways at all levels of the university to care for our common home. From messaging on campus for our visitors and our community, to policies affecting how we do business, to facilitating engagement from our staff, students, faculty and administrators, creating and supporting curricular efforts at all levels, we identify areas of opportunity to create a truly shared and lived vision for Care for Our Common Home.



The Pathways *continued*

We will demonstrate what it means to be an engaged Catholic university through the following three pathways:

ENGAGED SCHOLARSHIP – Encourage the integration of knowledge and research to address questions within and across disciplines and communities with local specificity and global implications. Engaged scholarship supports our commitment to our core value of academic excellence. Boyer (1990) describes four types of scholarship: (1) discovery, (2) integration, (3) application (now often referred to as engagement), and (4) teaching and learning. Engaged or applied scholarship critically examines existing issues, whether locally or globally, in business or in government policy, and many other fields and often identifies solutions to pressing issues. Our vision for 2024 explicitly calls for us to confront humanity’s urgent challenges through the work and engaged scholarship of faculty and students at both the undergraduate and graduate levels.

PRACTICE CHANGEMAKING – Infuse the entire university with a spirit and practice of changemaking, where innovation and entrepreneurship lead to positive change. We believe everyone can practice changemaking, and at USD we do so with humility. Our belief in compassionate, active citizenship guides our commitment to foster a more humane world through curricular and co-curricular activities, including community engagement, cultural immersion, innovation, experiential and field-based courses, on-line learning, undergraduate research, and social venture design. We encourage a commitment to addressing social issues and to exploring new ideas that will have a positive social impact.

ANCHOR INSTITUTION – Engage our communities in deep, democratic and meaningful partnerships, with a shared vision and collaborative effort. These anchor partnerships are primarily local but can extend beyond the borders of our campus and nation. USD has a significant number of partnerships in the San Diego community and beyond. We must intentionally strengthen and deepen our partnership network and join communities as we work to enhance USD’s role as in the community. This will manifest in many ways since opportunities exist for USD to be more engaged locally in improving K-12 education, enhancing economic development, promoting health care, and serving as a catalyst for community development. This work will help USD emerge as the leading faith-based, anchor university in the United States. In order to set the standard for an engaged, contemporary Catholic university in 2024, we must be a great local university confronting the urgent challenges of our community.

