



Strategic Plan

Addendum: 2020

A Foundation For the Future

Approved on

3-20-19

Who We Are

Mission Statement

Calumet College of St. Joseph is a Catholic institution of higher learning dedicated to the academic, spiritual and ethical development of undergraduate and graduate students. Informed by the values of its founding religious community, the Missionaries of the Precious Blood (C.P.P.S.), the College promotes the inherent dignity of all people, social justice, an ethic of service, student empowerment, opportunity, and lifelong learning.

Identity Statement

Calumet College of St. Joseph (CCSJ) is a private, four-year Catholic institution, accredited by the Higher Learning Commission, offering master's, bachelor's, and associate's degrees. Located blocks from Lake Michigan and minutes from downtown Chicago, we offer a vibrant and stimulating learning environment while remaining affordable and accessible to all students. Our committed faculty are able to connect with students through small class sizes and individualized attention. Our values-based approach, rooted in the Catholic tradition, grounds students in the importance of social justice, service, and community.

CCSJ's small, supportive, community environment empowers our unique and diverse student body to find their passions and achieve their goals, whether in the classroom, with our competitive sports teams, or through our robust student groups.

Introduction

Goal I

Helping Students Learn

Goal II

Connecting Students and Stakeholders

Goal III

Cultivating a Positive Work Environment

Goal IV

Building Institutional Strength

Goal I

Helping Students Learn



1. Utilize, integrate, and assess the mission pillars across the curriculum and across the campus.
2. Articulate and promote Pathways to Degrees that are student and employer focused for Associate's, Bachelor's, Degree Completion and Master's Degrees.
3. Ensure high-quality and relevant programs through the ongoing work of Program Directors, the Curriculum and Assessment Committee, and the Graduate Studies Committee.
5. Articulate "turnaround academics," identify the resources necessary to legitimately fulfill promises of serving underprepared students, and determine how best to serve the various segments of the student population.
6. Align programs with institutional strengths, the regional market, and workplace needs, including developing and regularly working with business and industry advisory groups in specific areas.
7. Continue to nurture a diverse and inclusive learning environment that is representative of our region, enhances cultural competencies, and exposes students to various world views.





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"Education is the most powerful weapon which you can use to change the world."

-Nelson Mandela

Goal II

Connecting Students and Stakeholders



1. Create a stronger relationship with the Diocese of Gary to support the needs of the Church and the region.
2. Expand and enhance the relationship with regional Catholic high schools, local high schools in Hammond, Whiting, and East Chicago, and charter schools in Hammond and Gary.
3. Identify the Calumet Region as a stakeholder, especially East Chicago, Hammond, and Whiting, but expanded to Gary, Lake County, and the entire Calumet Region, to identify mutually beneficial relationships.
4. Develop opportunities for student engagement and student life through part-time employment, internships, economic development projects (Illiana, on-campus housing), and festival sponsorships and support.
5. Maintain and develop close working relationships with local industries and the Center for Workforce Innovation (CWI) to remain in touch with regional workforce needs, including academic program offerings and corporate and continuing education opportunities.





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"Your role as a leader is even more important than you might imagine. You have the power to help people become winners."

-Ken Blanchard

Goal III

Cultivating a Positive Work Environment



1. Build confidence in leadership, program directors, key departments, and services.
2. Enhance opportunities for professional development of faculty and staff.
3. Improve facilities with a focus on safety, pride in place projects, timely repairs, and responsiveness.
4. Identify departmental collaborations that will better serve students.
5. Create metrics and benchmarks for all positions that tie to institutional priorities and are reviewed with employees at least semi-annually.
6. Create initiatives that will help improve job satisfaction through a focus on valuing employees, ensuring purposeful work, connecting employees to students, showing respect and appreciation for colleagues, identifying team building opportunities, and appreciating work/life balance.
7. Continue to value a diverse faculty and staff, and identify practices that help celebrate our diversity.





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"There is no exercise better for the heart than reaching down and lifting people up."

-John Holmes

Goal IV

Building Institutional Strength



1. Revisit the mission statement to align with the five pillars and create a vision statement that sets the future direction of the college.
2. Develop a multi-year enrollment growth plan that considers new students, new cohorts, and retention by program. Evaluate contribution/subsidy by academic program and athletic program, and identify enrollment/roster minimums and capacity factors.
3. Evaluate policies, processes, and services that help or hurt retention efforts. Enhance those that strengthen retention and address those that hinder retention.
4. Develop manageable initiatives, solely or through partnerships, that build non-tuition revenue.
5. Increase visibility and name recognition through traditional and new marketing channels, community outreach, and grassroots efforts.
6. Develop a fundraising campaign that includes annual needs, capital needs, and scholarship needs while growing alumni giving percentage and educating alumni and donors on planned/estate gifts.





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"Alone we can do so little; together we can do so much."

-Helen Keller

YOU



Belong!

ccsj.edu