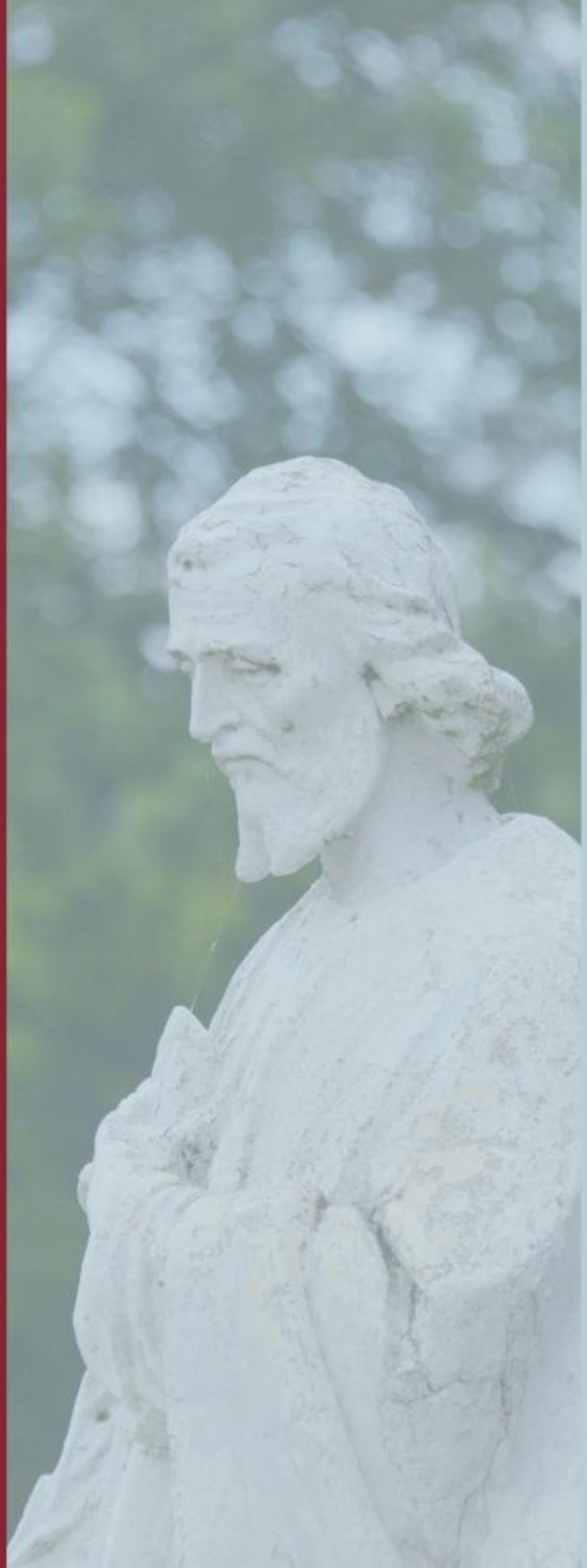


Strategic Plan 2026

Serving &
Strengthening Our
Communities

**Calumet
College**
OF
ST. JOSEPH





A Message from the President

AMY MCCORMACK, ED.D.

Our strategic plan supports our vision to serve and strengthens our communities- both internal and external. It is a daunting task to create a vision during times of great uncertainty, but times of great uncertainty create the opportunity- and frankly the obligation- for innovation, creativity, collaboration, and strategic planning. It excites me to be at this junction in the history of Calumet College of St. Joseph. Since 1951, Calumet College (in its various names) has been part of the fabric of our community, educating and serving those from our region. Our alumni are leaders and difference makers, but they are also ordinary people doing extraordinary work as role models and mentors for our youth.

As we approach our 75th anniversary as an institution, we develop goals and undertake bold initiatives to make sure the college is a vital and valued resource for the Calumet Region from Michigan City to Chicago. We are committed to delivering on our promise to be a place where students can be known, be successful, and belong. Our goals are grounded in our mission and Catholic identity. They help us be accountable to our vision, while creating a stronger institution where students can be engaged and educated and thrive and think about their purpose- where we, together, make a difference in our communities.

It is a privilege to plan for the possibilities ahead, and to be the president of Calumet College of St. Joseph as we approach our 75th anniversary. It is a time of belonging and becoming- for our students and for the college.

A Mission Committed to Belonging and Becoming

Calumet College of St. Joseph is a Catholic institution of higher learning informed by the values of its founding religious community, the Missionaries of the Precious Blood (C.P.P.S.). The mission of the College is to cultivate the academic, spiritual, and ethical development of our students by affirming the inherent dignity of all people, promoting social justice and an ethic of service, and providing opportunity and empowerment.

At Calumet College of St. Joseph, **our vision** is to be a vital and valued resource for the region and beyond where students can be known, be successful, and belong.





Our Foundation

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.



Strategic Plan 2026

Builds upon the strength and importance of the college's existing framework to prioritize new actions, metrics and measurability with an eye towards the future.





Goal One

ALIGN QUALITY ACADEMICS TO
STUDENT SUCCESS



CCSJ will maintain an agile and efficient process of program development and continuous improvement that is informed by workforce need and community demand.

Learning assessment, wrap-around student support services, investment in faculty through professional development and educational technology are key drivers at the center of CCSJ's academic quality.

ALIGN QUALITY ACADEMICS TO STUDENT SUCCESS

Strategic Priorities	
1.1	Create new synergistic programs in health and wellness to meet regional needs
1.2	Deliver a strong liberal arts foundation and relevant academic programs aligned to workforce needs
1.3	Grow online programs and strengthen pedagogy and delivery of online programs to address needs of traditional and adult students
1.4	Increase faculty participation in course, program, and general education assessment
1.5	Grow and align wrap-around academic support services in accordance with industry best practices and research to positively impact retention and completion
1.6	Create intentional strategy to increase graduate enrollment and provide graduate students with additional targeted resources
1.7	Align graduation with strategic career services support to obtain jobs of value aligned with major and expected increase in wage earnings
1.8	Leverage technology to create a seamless and proactive advising experience
1.9	Create new regionally recognized centers of excellence in one or more academic program




Goal Two

FOCUS ON MISSION, SERVICE, AND
COMMUNITY

Core to its mission, CCSJ promotes the principles of inherent dignity of all people, social justice, an ethic of service, student empowerment, opportunity and experiential learning.

As a community pillar for decades, CCSJ values community engagement and gives its time, talent, and resources to the neighbors and region the College serves. CCSJ prepares students to be future leaders and valued citizens in their own communities.



FOCUS ON MISSION, SERVICE, AND COMMUNITY

Strategic Priorities	
2.1	Promote our Catholic Missionaries of the Precious Blood sponsoring order identity and align mission with service opportunities
2.2	Extend outreach and collaboration efforts with Diocese, Catholic schools, Catholic Missionaries of the Precious Blood sponsoring order, Catholic foundations, and other Catholic entities
2.3	Provide interfaith and spiritual connections for our non-Catholic and non-religious students to provide a sense of belonging
2.4	Create opportunities to engage youth on campus to improve the college-going rate of high school students and the visibility of CCSJ
2.5	Build on health and wellness programming to serve the community and address holistic healthcare needs
2.6	Expand services and outreach to increase the value of CCSJ in the region and beyond
2.7	Increase outreach to local Hispanic communities to fully embrace our Hispanic Serving Institution status and increase servingness

Goal Three


CULTIVATE A VIBRANT AND
INCLUSIVE CAMPUS COMMUNITY

As a vibrant and inclusive campus, CCSJ lives "You Belong!" every day, creating community through academics, athletics, and activities.

As a safe and welcoming space, CCSJ provides a campus community that is conducive to active learning, collaboration, and growth. As a living, learning, and serving community, CCSJ will nourish the needs of students through services dedicated to the wellness of the mind, body, and soul.

CULTIVATE A VIBRANT AND INCLUSIVE CAMPUS COMMUNITY

Strategic Priorities	
3.1	Increase meaningful resources that are foundational for the success of all students
3.2	Provide meaningful student enrichment and engagement opportunities to create a vibrant community
3.3	Implement A+ initiative: complementing Academics with Athletics, Activities, and the Arts
3.4	Increase parent engagement as a key to student support and retention
3.5	Develop the on-campus housing as an enriching living, learning, and serving community aligned with institutional identity
3.6	Improve or expand facilities to create new opportunities for community collaboration, student engagement, and better service for users
3.7	Maintain and enhance our inclusive environment for our diverse student body
3.8	Increase undergraduate student retention through academic, financial, and personal support




CCSJ's planning and improvement efforts will be data-informed with consideration of outcome data in evaluating the success of its students and programs.

Key performance indicators (KPIs) and operational targets will focus on long-term institutional growth, student success, fiscal stability, and sustainability.

Goal Four

BUILD INSTITUTIONAL STRENGTH
THROUGH DATA-INFORMED
PLANNING



BUILD INSTITUTIONAL STRENGTH THROUGH DATA-INFORMED PLANNING

Strategic Priorities	
4.1	Increase enrollment and net tuition revenue to provide resources to support competitive salaries, benefits, and operational needs
4.2	Achieve successful grant outcomes, specifically enrollment and retention outcomes, and maintain positive relationships with agencies and foundations to support current and future strategic initiatives
4.3	Increase total assets and total net assets while managing ratios and composite financial index (CFI) to demonstrate a financially healthy institution
4.4	Recruit, retain, and develop well-qualified faculty and staff who are more representative of our student body
4.5	Create a regional model of excellence that integrates athletics as support for academic success
4.6	Improve the College's marketing, branding, and visual identity
4.7	Use process improvement to drive institutional effectiveness
4.8	Successfully execute and complete a \$7.5M comprehensive fundraising campaign
4.9	Invest in technology infrastructure including hardware, software, and other improvements to better serve students and the institution's needs
4.10	Maintain data-informed planning in all areas of the college
4.11	Utilize campus space efficiently to support new and improved campus programming



Key Performance Indicators

Post Graduate Placement

- 75% within 6 months
- 85% within 1 year



Graduation Rate

- Benchmark against peer comparison group and predictive graduation models

Retention Rate

- Benchmark improvement against past performance



Student Academic Experience

- National Survey of Student Engagement (NSSE)

Community Engagement

- Internships, service hours, and Champions of Character (an NAIA program)

Peer Institution Comparison Group

Alverno College	Milwaukee, WI
Bluffton University	Bluffton, OH
Cleary University	Howell, MI
Defiance College	Defiance, OH
East-West University	Chicago, IL
Finlandia University	Hancock, MI
Franklin College	Franklin, IN
Goshen College	Goshen, IN
Hodges University	Fort Myers, FL
Holy Cross College	South Bend, IN
Huntington University	Huntington, IN
Judson University	Elgin, IL
Rochester University	Rochester Hills, MI
St. Augustine College	Chicago, IL
Saint Mary-of-the-Woods College	Saint Mary-of-the-Woods, IN
Trinity Christian College	Palos Heights, IL

Peer institution selection criteria includes 4-year, private not-for-profit colleges and universities located primarily in Midwest states. Institutions are mostly categorized as very small to small and include a mix of residential and non-residential campuses.

Admissions criteria range from inclusive to more selective. Enrollment spans 400 to over 1,800 students. IPEDS 2022 data obtained to inform this comparison group.





A place where
you belong.