

FORWARD TOGETHER

STRATEGIC PRIORITIES FRAMEWORK 2023 - 2030



“At the core of our strategic priorities will always be people, culture, and inclusive excellence.”

- Chris Roellke, President



FORWARD TOGETHER

For over 140 years, Stetson University has been a gem in the educational history of Florida. The university was founded for the purpose of developing informed citizens of the world and has established a solid reputation for its relationship-rich approach to education, as well as its creative community where learning and values meet. Hatter alumni regularly and enthusiastically describe the transformational effects of a Stetson education.

But in the last decade, the landscape in higher education has seen dramatic change. Enrollments at colleges and universities are down across the country. The demographic composition of the country is evolving. Existing economic models in higher education are under pressure as students, parents, and benefactors reexamine the value of a college degree. Alternatives to the traditional college experience have emerged as employers acknowledge value in professional certifications and competency-based training. And advancements in technology make courses and content widely and easily accessible.

Stetson University's value proposition revolves around offering a distinctive, relationship-rich learning experience, drawing from its traditional strengths and integrating modern approaches. We commit to providing a holistic, integrated, and contemporary educational journey. The institution focuses on fostering personal growth, lifelong learning, civic duty, and global citizenship through immersive, co-created learning experiences. Stetson seeks to nurture ethical, critical thinkers and leaders equipped for the demands of modern life and the professional world.

The purpose of this strategic plan is to acknowledge the prevailing challenges in higher education and to establish priorities that advance a distinctive identity for Stetson relative to its peer and aspirant institutions. The priorities and initiatives outlined in this plan reflect a renewed and steadfast commitment to a relationship-rich learning experience that draws on the university's traditional strengths, invests in faculty development, leverages the State's vital economic and geographic assets, innovates in curriculum development and delivery, and develops an entrepreneurial and sustainable economic model. Ideally, the priorities and investments suggested in this plan yield a distinctive identity and national reputation for Stetson University and its holistic, integrated, contemporary, and experiential approach to education.

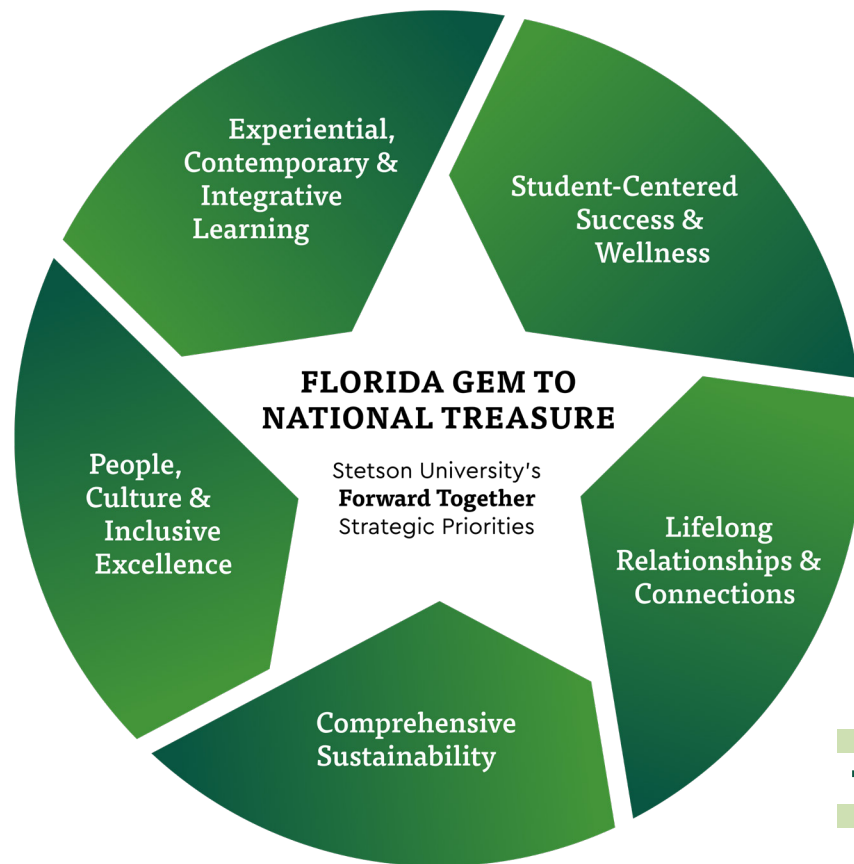


Go Hatters!

Christopher F. Roellke, PhD
President and Professor of American Studies and Education
STETSON UNIVERSITY

Steven Alexander '85
Chair of the Board of Trustees
STETSON UNIVERSITY

FOCUSED ON *WHAT MATTERS*



CORE THEMES

STRATEGIC PRIORITIES

1 *Experiential, Contemporary & Integrative Learning*

Our relationship-rich approach to education emphasizes personal connections, critical thinking, moral reasoning, written and oral communication, imaginative inquiry, creative expression, and lively intellectual debate. Our expert, caring, and teaching-oriented faculty encourage students to engage in high impact learning practices. Stetson's integrated and comprehensive curriculum utilizes multiple learning modalities; provides exposure to complementary disciplines, such as art, history, law, science, philosophy, business, and politics; and leverages the thriving industries in Florida's vibrant economy.

PATHWAYS FORWARD

1. Expand access to high impact practices and intensively mentored learning experiences through a bold reimagining of student and faculty time allocations.
2. Capitalize on Stetson's rich traditions and signature academic offerings to promote transformational journeys for all of our students.
3. Launch new and innovative programs, particularly at the graduate-school level, to respond to changing demographics and a rapidly evolving global economy.

2 Student-Centered Success & Wellness

Stetson's campuses are learning laboratories where students put theory to practice through peer leadership, Greek life, academic and athletic competitions, student employment, professional consulting, international travel, and a myriad of student organizations and programs. In consultation with mentors and advisors, students have the opportunity to customize learning experiences with attention to individual learning styles and career goals, providing an exceptional foundation for advanced graduate study and rewarding employment. Stetson is committed to supporting the whole student with an emphasis on physical, social, spiritual, and mental health and wellbeing.

PATHWAYS FORWARD

1. Invest in exciting and modernized student spaces which foster a strong sense of community and are a piece of the scaffolding for our personalized learning environment.
2. Create a robust comprehensive undergraduate First Year Experience and deliver on the promise of a relationship-rich education in a student's first year on campus.
3. Contribute to a culture of career preparation throughout a student's journey.
4. Promote a robust Greek Life community through encouraging self-governance, a revised/simplified Greek recruitment model, reimagined Greek Life spaces, and thoughtful partnership planning.
5. Build a student-led intercollegiate athletics and club sport fan experience that is highly energized, builds community and promotes Stetson's brand.
6. Expand the reach of initiatives that promote wellness, resiliency, and emotional health by investing in technology and human resources to support our students.



Pictured above is a rendering of the renovated Edmunds Center – our largest congregation space where the university and community meet to celebrate.

3 People, Culture & Inclusive Excellence

We foster a supportive and caring community where wellness, global citizenship, civil discourse, and civic engagement are central to our identity. We celebrate, elevate, and value the diversity of our community, and encourage our students, faculty, and staff to be their authentic selves. Students have regular access to faculty and peer mentors, academic advising, and academic support services.

PATHWAYS FORWARD

1. Enhance and fund the time-sensitive and actionable priorities that arise from regular Campus Climate Survey efforts and other assessments of campus environments.
2. Enhance and reinvest in the university's Cross-Cultural Center to promote belonging and cross-cultural collaboration, resources and education.
3. For university-wide centers and institutes, execute the vision and secure additional resources to promote activities that support research and application, student growth and learning, and community engagement across all Stetson campuses.
4. Support the development of Employee Resource/Affinity Groups to help enhance employee satisfaction.



Pictured above is Stetson Law's Advocacy Institute, featuring six new courtrooms (the most of any law school in the world) and the Jeff and Patricia Smith Awards and Trophy Room, showcasing the high-ranking achievements of our students.



A rendering of the proposed renovation to the atrium within Presser Hall, School of Music – a centralized space for students to gather, practice music and connect.

4 Lifelong Relationships & Connections

Our graduates enjoy a lifetime of meaningful personal relationships and professional connections. The Hatter network is represented around the world, and our accomplished alumni, faculty, staff, and students elevate the university's visibility while demonstrating the uniqueness of the Stetson experience.

PATHWAYS FORWARD

1. Invest in a comprehensive marketing and brand development plan to differentiate Stetson and elevate the university to national recognition.
2. Create more engagement opportunities with Stetson alumni at top global corporations to boost investment in Stetson and enhance student employment success.
3. Ensure Stetson is widely considered a top place to work which attracts and retains the best talent within the education industry.



Pictured above is a rendering of a new Residence Hall on the DeLand campus. This 4-story facility located in the center of campus will help to increase enrollment, offering attractive living spaces to 300 students.

5 Comprehensive Sustainability

Stetson University is regularly recognized for providing a high level Return on Investment measured by future earnings and career progression. We seek to provide a comprehensive learning experience worthy of investment and support. Consistent with market pressures and the competitive landscape in higher education, we continually examine the value proposition for a Stetson education and consider revisions to the university's existing economic model.

PATHWAYS FORWARD

1. Optimize the use of physical resources in response to new Campus Master Plans and space analyses at the DeLand, College of Law, and Tampa Law Center campuses.
2. Bolster university financial resources through robust fundraising, persistent grant-seeking, cost saving efficiencies, and identification of new sources of revenue generation.
3. Deploy comprehensive marketing, brand development, and enrollment plans to differentiate and elevate Stetson University to national recognition.



Pictured above is a rendering of our unique Living Shoreline Restoration project by Stetson's Institute for Water and Environmental Resilience (IWER) at the Sandra Stetson Aquatic Center. This is also home to our Men's and Women's Rowing Teams. The Men's team won the prestigious Head of the Charles Regatta, the largest rowing event in the world, in October 2023.



Pictured above is a rendering of Hulley Tower, originally built in 1934, undergoing a historic reconstruction to restore its 116 ft. height and new 52 bell carillon. This landmark at the Stetson DeLand campus will once again inspire our community to remember, reflect, connect and engage in the Soul of Stetson.

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“ **Kindness not only matters, it enables us to listen, to engage with others unlike ourselves and to *create pathways to move Forward Together* making our community, in fact, the world, a better place.** ”

- Chris Roellke, President



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