These three words define what makes Ursuline College a special place to be. Since 1871, we have been dedicated to developing not only the intellectual lives of young women but also their spiritual and unique individual potential. As the first women’s college in Ohio and one of the oldest in the country, we have grown through the great evolutions of past decades — times of economic flux, social change and technological revolution. But what has stayed constant are these three core principles that inform how we educate and nurture our students. We invite you to look at how we plan to grow and accomplish our vision for the future of Ursuline College.
Dear Friends,
Dear Friends,

Ursuline College is celebrating more than 140 years of excellence in the higher education of women. Thousands of women (and many men, too) have received an Ursuline education in order to fulfill their dreams of a better life for themselves and others. Change has been a constant throughout these years and Ursuline’s ability to respond to these changes has been the College’s blueprint for success.

Ursuline’s vision for the future is based on a continuous process of sound strategic thinking and planning. Engaging the entire College community in the planning process, Ursuline is able to adeptly and rapidly adjust to current trends in higher education and provide outstanding academic programs that address the needs of northeast Ohio and beyond.

Leadership has been at the forefront of Ursuline’s accomplishments over the years. Sound stewardship of finances has allowed the College to maintain a balanced budget and build an endowment of more than $30 million. Enrollment has grown to approximately 1,500 students. We are extremely proud to boast that Pepper Pike has been our home since 1966 and the beautiful, safe campus has matured appropriately thanks to our caring neighbors in the community.

This document outlines our plans for a vibrant future. It is a living document that will evolve as needs change. Please review it carefully to better understand how you might play a significant role in Ursuline’s future.

I invite you to join us as Ursuline continues on this remarkable journey of higher education, focusing on the learning needs of women within an ever-changing global society. It is indeed exhilarating and exciting and, at the same time, humbling, to realize that a successful Ursuline College will transform Greater Cleveland, Northeast Ohio and the world. Thank you for your interest in our plans and for believing in the values, voice and vision of Ursuline College. May God bless you.

Gratefully yours,

Sr. Diana Stano, OSU, Ph.D. ’68  
President

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“Act. Bestir yourselves. Have faith, make efforts, have hope. Cry aloud to Him with all your heart. Then, without any doubt, you will see marvels.”

St. Angela Merici
EMPOWERING WOMEN SINCE 1871, URSULINE CHARGES STUDENTS TO GROW AND DEVELOP THEIR VALUES. URSULINE IS A PLACE WHERE EXPRESSING YOURSELF IS ENCOURAGED AND FINDING YOUR VOICE IS A REQUIREMENT. IN THE LIKENESS OF THE URSULINE’S HEROIC FOUNDER, STUDENTS HERE ARE INSPIRED TO SHAPE THEIR OWN VISION.
MISSION

Ursuline College offers holistic education that transforms students for service, leadership and professional excellence by providing undergraduate and graduate programs that foster lifelong learning and personal wisdom in an environment characterized by:

Catholic and Ursuline heritage
Women-centered learning
Values-based curricula
Inclusive, global perspective

VISION

A premier Catholic institution of higher learning that provides transformative experiences and inspires greatness in our graduates
student focus

- Demonstrate that students are our priority
- Support student learning
- Measure our success by the success of each student
- Empower students to take responsibility for their own education and future

spirituality

- Balance action with contemplation
- Develop awareness of spirituality, faith and religion
- Increase awareness and clarity about personal and professional values
- Leave the world a better place
- Demonstrate dignity and respect for everyone
- Value, trust and help each other
- Strive for justice and fairness in all relationships
- Recognize and acknowledge achievement on every level

- Involve others to multiply effectiveness
- Achieve goals through productive cooperation in the College and world community
- Appreciate synergy that comes with involvement from multiple perspectives
- Model collaboration in all of our activities and endeavors
RESPECTING A DIVERSE STUDENT POPULATION, Ursuline offers varied approaches to learning for the growth of the whole person.
ST R A T E G Y 1

Expand the market presence of Ursuline College.

Ursuline College is recognized for many outstanding areas of study. With particular strengths in health and human services, arts and sciences, professional programs and graduate studies, the College will strive to enhance its reputation in northeast Ohio and beyond.

TACTICS TO STRATEGY 1

The intent of this strategy is to grow student enrollment, to be recognized for excellence in all of our programs and develop a recognized brand that positions Ursuline as a premier institution. The tactics that will be used to achieve this strategy are:

• Develop and implement a strategic enrollment management plan
• Improve student retention
• Promote the distinct identity of Ursuline College
• Leverage technology to recruit students
• Develop an integrated marketing campaign to enhance the College’s image
• Expand geographic areas for recruitment including international
URSULINE OFFERS UNDERGRADUATE AND GRADUATE EDUCATION WITHIN A CATHOLIC TRADITION MARKED BY THE URSULINE HERITAGE OF EDUCATING WOMEN.
Recognizing the need for an institution of higher learning for women, Ursuline College was founded by the Ursuline Sisters of Cleveland and became the first women’s college in Ohio and one of the first in the United States. It is our goal to build on this rich history and continue to offer our students a strong education while helping them find their vision for the future. At Ursuline, we differentiate ourselves by offering our students a quality education in an environment where they are consistently encouraged and supported so that they can successfully find their voice.

**TACTICS TO STRATEGY 2**

*The intent of this strategy is to provide quality programs that exceed market expectations, instill pride in an Ursuline education and create an inclusive environment conducive to learning.*

The tactics that will be used to achieve this strategy are:

- Develop and enhance academic programs
- Monitor each student’s progress toward their personal and professional goals
- Provide wellness and leadership activities for all students
- Emphasize Catholic, Ursuline spirituality and openness to others with focus on the whole person: body, mind and spirit
- Invest in mission integration activities for the college community
- Strengthen our Ursuline culture, people, processes and alliances/partnerships
URSULINE COLLEGE PREPARES STUDENTS FOR FURTHER EDUCATION, CAREERS, LEADERSHIP AND SERVICE TO SOCIETY WHILE ENCOURAGING THE SEARCH FOR WISDOM.
Students are at the core of who we are. By combining a strong educational experience with the development of critical thinking skills, creativity, personal integrity and social responsibility, Ursuline will attract, develop and retain qualified students. Ursuline will work to improve the student experience as a whole, making life outside of the classroom as vibrant as the academic experience. We will continue to provide students with a safe and accessible campus. We look to not only foster and produce competent and successful graduates but to create a strong sense of pride in Ursuline among our future alumnae.

**TACTICS TO STRATEGY 3**

*The intent of this strategy is to instill global awareness in our students and create an inclusive environment conducive to learning, thus producing competent and ethical graduates.*

The tactics that will be used to achieve this strategy are:

- Improve campus through new building construction: Residence Hall, Dining Hall, Center for Creative and Healing Arts & Sciences, Wellness Center/Field House, Fleur de Lis Center
- Renovate and modernize existing buildings: Daubey Science Center, Mullen Academic Building, O’Brien Athletic Center, Residence Halls
- Incorporate sustainability and green initiatives in all campus operations
- Assess results of all college programs and services to provide quality assurance
- Integrate technologies that improve teaching and learning and offer courses and programs in a variety of delivery formats
- Attract and integrate underrepresented individuals into all aspects of the College
THE COLLEGE’S VALUES-BASED CURRICULA PROVIDE THE FOUNDATION FOR LIBERAL ARTS AND PROFESSIONAL PROGRAMS.
Ursuline College has long benefited from the support of alumnae, trustees, corporations, foundations and friends. This philanthropic support has assisted with the ongoing need to help our students successfully finance their education. Our goal is to increase our outreach to those key individuals and organizations so that we can continue to offer students the scholarships and aid they need to complete their education at Ursuline.

TACTICS TO STRATEGY 4

The intent of this strategy is to build a strong endowment, give donors solid reasons to support Ursuline and optimize net revenue.

The tactics that will be used to achieve this strategy are:

• Increase fundraising for major gifts from foundations, corporations and individuals
• Increase scholarships and financial aid for students
• Provide financial resources to support college initiatives and activities
• Engage more alumnae/i in supporting Ursuline College
• Expand fundraising events, both on and off campus, which will reach out to varied audiences to raise funds and friends for Ursuline
• Develop relationships to engage new-found individuals, seeking their involvement and support
We at Ursuline College would like to express our gratitude to those individuals from our rich heritage who had the vision to move the College forward — to the alumnae, Board members, students, faculty, staff and friends of the College — who will continue to live out Ursuline’s mission on a daily basis and will work diligently to accomplish the goals established here. Thank you to those who have already contributed so much and those who will support the College in the future.
“Live and behave in such a way that your daughters will mirror themselves in you. And what you want them to do, do it yourself first.”

St. Angela Merici