



SANTA CLARA UNIVERSITY

IMPACT 2030



Strategic Plan 2024 — 2030

“

The world needs Santa Clara University to be looking to the horizon—to the frontiers as did our Jesuit founders—in a timeless search for truth, reflective discernment, and transformative action. Impact 2030 will help define the Jesuit university of the future.”

JULIE SULLIVAN, PRESIDENT



“

Impact 2030 builds upon Santa Clara University's ascent as one of the nation's leading institutions of higher learning. It fulfills our promise to equip all talented students with the knowledge and ethical clarity our complex and globalizing world will demand of them.”

LARRY SONSINI, CHAIR, BOARD OF TRUSTEES



A bronze statue of Saint Ignace of Loyola is the central focus, seated on a large, textured rock. He is depicted in a contemplative pose, holding a book in his left hand and resting his right hand on his lap. The statue is set on a stone base with an inscription. In the background, a large, light-colored building with a prominent tower and a dome is visible, surrounded by lush green trees and a well-maintained lawn. The scene is captured in bright, natural light, suggesting a sunny day.

The World Needs Santa Clara University

SAINT IGNACE
OF LOYOLA

The World Needs SCU

IMPACT 2030

The Santa Clara University vision and mission place at the center student learning within the Jesuit, Catholic tradition, in order to educate citizens and leaders of competence, conscience and compassion, and build a more humane, just, and sustainable world. Our charge has never been more vital, needed, and relevant.

As the global Jesuit university located in Silicon Valley, we sit at the intersection of innovation and humanity, ideally positioned to address epochal shifts in global society, education, and technology.

Profound and rapid changes in our world mean students are coming to Santa Clara University with far different expectations, needs, and skills than in past decades. They will graduate into a rapidly changing world that requires that we anticipate how to prepare our students, what to prepare them for, and what the University community must seek to learn, discover, and create in our scholarship.

Impact 2030 reflects our commitment to meet these challenges and advance our University's mission and values boldly—to be a community of people for and with others, in kinship and solidarity, dedicated to using our talents for the betterment of humanity and our common home.

It reflects our need to leverage our strengths in innovation, education, and ethical leadership to prepare students to address the promise and pitfalls of technologies like artificial intelligence and machine learning; to innovate solutions to pressing economic, health, and educational-access challenges; and to meet the crucial need to “care for our common home,” embodied in *Laudato Si’* and *Laudate Deum*, the guiding environmental missives from Pope Francis.

Our community is uniquely positioned to ensure this learning takes place in an environment of practical, living justice—one that ensures that the generations ahead will flourish and be made better by our contributions now.

“

What a Jesuit university gives us is the power and audacity to imagine what a better version of ourselves and our world could be.”

AGBONKHIANMEGHE OROBATOR S.J.
DEAN, SANTA CLARA UNIVERSITY JESUIT SCHOOL OF THEOLOGY



While our community of scholars is uniquely positioned to cultivate the next generation of educated, impactful citizens and leaders, doing so requires a strategic plan with vision and clarity—one that builds upon our strengths, and increases our capacities in areas of need and opportunity.

Recognizing these callings, President Julie Sullivan initiated the Impact 2030 strategic planning process in a January 31, 2023, letter with a challenge to the entire University community to develop a course of action that is “specific and inspiring, actionable and bold.”

Guided by the University’s Planning Action Council, faculty, students, staff, Jesuits,

administrative leaders, trustees, alumni and friends responded to the call. More than 2,000 have engaged in focus groups, open forums, surveys, planning sessions, work group analyses and more—contributing ideas, debating and discussing priorities, and defining a multiyear roadmap for success.

Impact 2030 is a plan that leverages our time-tested Jesuit educational model and momentum as a leading national university. On Feb. 9, 2024, the Board of Trustees unanimously adopted Impact 2030.

VISION

Santa Clara University will educate citizens and leaders of competence, conscience, and compassion and cultivate knowledge and faith to build a more humane, just, and sustainable world.

MISSION

Santa Clara University pursues its vision by creating an academic community that educates the whole person within the Jesuit, Catholic tradition, making student learning our central focus, continuously improving our curriculum and co-curriculum, strengthening our scholarship and creative work, and serving the communities of which we are a part in Silicon Valley and around the world.

A Strong FOUNDATION

We embark on this strategic plan from a position of immense strength, starting with our nationally recognized teacher-scholar model that enables faculty to be at the cutting edge of their disciplines and keep student learning at the forefront. Our deliberate and mindful embrace of the liberal arts—a vital

touchpoint for all students through core classes in religion, social justice, critical thinking and diverse cultures—is also a prized foundation for producing well-rounded citizens of the world.

Additionally, we are able to draw and expand upon the national reputation and industry leadership demonstrated by our three Centers of Distinction, which serve as interdisciplinary models for:

- Applying ethics in the fields of business, technology, medicine, and more (Markkula Center for Applied Ethics)
- Educating, mentoring, and supporting the work of more than 1,400 social entrepreneurs from more than 100 countries, and engaging students who go on to apply for and attain Fulbrights and other awards (Miller Center for Social Entrepreneurship)
- Infusing our Jesuit mission and Ignatian spirituality into all corners of our campus (Ignatian Center for Jesuit Education)

***Ranked 13th among
all U.S. universities in
undergraduate teaching,
up from 23rd in 2019***

—*U.S. News & World Report*

Our Jesuit School of Theology (JST) is well-positioned to help lead expansion internationally.

JST regularly attracts, educates, and forms community for lay and religious leaders from more than 40 countries around the world—many of whom return to their home countries and lead

dioceses or religious orders that shape ministry and service in entire regions.

Our programs and offerings for entrepreneurship and innovation are also boundless sources of current and potential strength—from the start-up-building and resource-rich offerings of our cross-disciplinary Ciocca Center for Innovation and Entrepreneurship, to the courses and other programs at the Leavey School of Business, which teach how an “entrepreneurial mindset” benefits students in every major across campus.

And finally, our “secret sauce”: the passion of our more than 100,000-strong alumni and our extended Bronco family. We are a community that cares for the whole and seeks the holy—in ourselves, in our neighbors, and in our work.

A University RISING

Our incredible progress following the adoption and implementation of our previous strategic plan, “SCU 2020,” shows we are in an enviable position. Since the previous plan was launched, SCU has achieved:

National Prominence

- **Top 15% of all U.S. universities;** becoming nationally ranked for the first time in 2019
- **Top 50 in “Best Colleges for Future Leaders”** by TIME magazine
- **94% student retention rate and 89% graduation rate,** both among the highest in the nation
- **2 Rhodes Scholars and 2 Knight-Hennessy Scholars**
- **44 Fulbright U.S. Student Program scholarship winners**

A More Diverse Student Body

- **Increase in the percentage of enrolled students of color from 44% to 58% of the student body**
- **145% increase in first-generation students** in our LEAD Scholars Program
- Recipient of the **Higher Education Excellence in Diversity award,** three years in a row

A Secure Foundation

- Completed on Jan. 27, 2024, a **9 ½ year, \$1 billion campaign,** becoming only the fourth Catholic university—three of which are Jesuit—to reach this milestone
- **Over \$280 million** raised for new scholarship funds
- **Three quarters of a million square feet** in new and renovated classrooms, labs, residence halls, and arts and athletic facilities

Impact 2030 Approach

At the heart of Impact 2030 are four broad strategic priorities that emerged from our strategic planning process. These four strategic priorities expand our impact globally, encompass vast curricular ambitions in areas like health care and ethical AI, commit to providing access to a world-class Santa Clara education for anyone accepted to our University—regardless of financial circumstance—and build upon the power of our committed and passionate Bronco community to develop and sustain belonging and lifelong connections for the diverse classes of our future.

Together, the four strategic priorities provide a vivid blueprint for our ambitions in the coming years. They shore up areas for improvement in Silicon Valley outreach, graduate education, and demographic and socio-economic diversity, and build upon our established teacher-scholar model that is an expression of our Jesuit values and highly regarded liberal arts foundation.

Following the strategic priorities, we have identified a series of foundational commitments. We must invest more in our University's human capital and improve business and financial planning practices to enhance our organizational capacity for sustained success. Many of these commitments reflect an expansion of financial goals begun in recent years, with

metrics and action steps to ensure we fortify our people, technologies, budget capacity, and sustainability operations for Impact 2030 to succeed.

Through the four major strategic priorities and foundational commitments, Impact 2030 reflects a confident University—nationally recognized for educational excellence, with an inspiring and compelling Jesuit vision and mission, cutting-edge interdisciplinary facilities, and a geographic location recognized as the world's leading center of innovation. We are rooted, and we are rising together.

Four Strategic Priorities for Expanding Our Impact

Impact 2030 identifies four Strategic Priorities to fulfill our promise and potential to become the world's leading Jesuit university:





REACH
on a Global Scale

Our Aspiration?
A University that serves the world

Strategic Priority One: Reach on a Global Scale

The Why

In 2019, our University's growing academic strengths were recognized nationally, when U.S. News & World Report included Santa Clara in its national rankings for the first time. This recognition of our quality, strengths in undergraduate teaching, and progress—reflected in innumerable national grants, industry partnerships, conference speaking, and professional association leadership roles for our faculty—have helped to cement our national standing.

Now, we are setting our sights on finding those disciplines, schools, and partnerships through which we can expand our footprint as an international university. By establishing Santa Clara as an engaged global collaborator, we will advance interculturality, which fosters deep understanding and respect for all cultures, deepens international networks and relationships, and enables trust for the mutual exchange of ideas and cultural appreciation.

Increasing our international reach will benefit our University as we identify strategically aligned schools, entrepreneurs, students, and other partners who share our values and social justice aspirations to collaborate for a better world. This will open doors for joint research projects, student exchange programs, and internship opportunities, and will surface untapped resources for students' academic experiences. It will draw ever-more diverse student populations, exposing our students to the multicultural workplaces their futures hold, and to the richness of intercultural encounters.

In this future, every Bronco will graduate with intercultural competence, and the knowledge, skills, and creativity needed to thrive in their careers and as citizens in a globally connected world.

We have many strong bases from which to build out this priority:

- Our Jesuit School of Theology, which teaches globally contextualized theology to students from over 40 countries, and is one of only two Jesuit theologates in the U.S., with a new dean, Agbonkhianmeghe E. Orobator, S.J.—previously president of the Jesuit Conference of Africa and Madagascar—who is an internationally respected theologian on topics including ecclesiology; theological ethics; human rights and dignity; and the fuller participation of women in the Church
- Our Miller Center, where leaders and volunteer executives from Silicon Valley have accelerated more than 1,400 social enterprises from over 100 countries
- Our partnerships through our Global Engagement office and Ignatian Center immersions
- Our university-wide academic focus that leads toward an informed, ethical engagement with the world

Goal 1: Become the leading Jesuit theologate for the changing face of the global Catholic Church

Initiatives include:

- Expand and strengthen our Jesuit School of Theology faculty expertise in critical and emerging areas of theology through the creation of new endowed chairs, and increase the number of global leaders with advanced theology degrees through new Jesuit School of Theology scholarships
- Explore the feasibility of moving the Jesuit School of Theology to the Santa Clara campus

Goal 2: Become a global hub for collaboration that advances economic, social, ecological, and political development

Initiatives include:

- Expand our global, community-based solutions work through new collaborations with Ignatian partners and programs in Miller Center, the Frugal Innovation Hub, and the Ignatian Center

Goal 3: Become a more globally engaged campus through international study, immersion, internship, and research opportunities

Initiatives include:

- Increase the number of undergraduate students who participate in a global study program and the international student population in our undergraduate and graduate programs

Together, these changes will deepen our global engagement, and have the potential to establish Santa Clara University as *the* global Jesuit university.

“ *In 2017, Rev. Arturo Sosa, S.J., Superior General of the Society of Jesus, challenged Jesuit universities to act for the equitable interaction of diverse worldwide cultures through dialogue, mutual respect, and collaboration, and to work collaboratively with networks and centers on global issues of common concern.*”





SOLUTIONS
for the Universal Good

Our Aspiration?

SCU at the forefront for shaping the good

Strategic Priority Two: Solutions for the Universal Good

The Why

Our graduate and undergraduate faculty currently excel at educating for rigor, relevance, and preparation for lifelong career success. Our students leave Santa Clara prepared with critical-thinking and ethical frameworks to work through challenges not foreseen in the classroom, and with the confidence to be both strong team players and effective leaders.

To continue this success in these times of rapid technological advances, increased interdisciplinary collaboration, complex societal challenges, and widening gaps in who benefits from such advances, we must strengthen our teaching supports and expand the scope and quality of our research infrastructure.

Our Silicon Valley setting provides the opportunity to make maximum use of the vast technical knowledge and innovation present within our Silicon Valley environs. We must leverage this ecosystem for learning, research, and new programs, and ensure faculty can lead all students to confidently and ethically utilize emergent technologies like AI to advance their disciplines, emerging fields, and society. AI, in particular, is an area of focus due to its new and transformative impact on the way we live, learn, work, and tend to areas of human need.

There also is a growing opportunity for Santa Clara to offer leadership in the area of health care. Health care represents almost 20% of the national GDP and is an area of need and opportunity for Santa Clara. Our nation is facing a health care provider shortage that is projected to become even more acute, particularly in California. At the same time, Santa Clara has the strong science, technology, business, and ethical foundations for exploring new health-related degrees, programs, or even schools. This includes our robust public health program, medical ethics expertise within the Markkula Center, and the fact that approximately 500 undergraduate students currently are pre-health majors.

“In the STEM field, we spend our time thinking about new technologies and the things we want to develop and build. But the choices that we make in doing that work come out of the ethos of the university. We want to make the world a better place.”

CHRISTOPHER KITTS, PROFESSOR, MECHANICAL ENGINEERING

Goal 1: Strengthen the teacher–scholar model by investing in our faculty and bolstering the relevancy and impact of their research and teaching

Initiatives include:

- Create a new Center for Teaching Excellence
- Raise \$150 million for new endowed chairs and professorships to support faculty scholars in key areas of expertise and distinction and whose research helps fashion a more humane, just, and sustainable world
- Expand the scope and depth of our faculty research support and increase the number of externally funded grants

Goal 2: Build on our strengths in undergraduate liberal arts education and Ignatian pedagogy that incorporate discernment, experiential learning and research, reflection, and commitment and service to others

Initiatives include:

- Launch a new core curriculum reflective of Santa Clara’s Jesuit and humanistic values and responsive to the needs of a rapidly changing world
- Increase the number of transformative opportunities for students to apply their liberal arts skills to real world problems through immersions, research, startup acceleration, and other experiential learning opportunities offered by the College, Schools, and our Centers of Distinction

Goal 3: Grow enrollment in, and expand the prominence of, our graduate and law programs, to strengthen our impact on Silicon Valley and beyond

Initiatives include:

- Adapt existing, and develop new, graduate and law programs in response to changing needs of employers
- Bolster graduate and law student financial and other support, and increase completion rates and placements with the most desirable employers in the Silicon Valley and beyond

Goal 4: Increase our expertise and reputation in high-impact areas where we have strong foundations and where the societal need is great, notably health care; emerging technologies including artificial intelligence (AI) and the ethics of its use; and sustainability

Initiatives include:

- Create new health care professional programs that are differentiated and distinct, reflect our values, and incorporate the future trends in health care practices
- Conduct a comprehensive review of possible new programs in areas such as public health, health sciences, nursing, or medicine to determine an optimal strategy
- Ensure that all Santa Clara University students can responsibly and effectively use AI and other technologies to advance their disciplines, emerging fields, and society
- Develop a leading University institute that catalyzes the beneficial integration of AI and other emerging technologies into our teaching, learning, and scholarship, and connects and leverages our faculty and staff expertise across the University and with outside experts
- Support research and thought leadership that examines the causes of environmental injustice and vulnerability, and puts forward potential solutions for the public and policy makers





OPPORTUNITY
for All Talented Students

Our Aspiration?

Contribute to social mobility and strengthen democracy

Strategic Priority Three: Opportunity for All Talented Students

The Why

Expanding access and ensuring success for all talented students who aspire to attend Santa Clara are among the most fundamental ways we activate our Jesuit, Catholic mission and responsibility to advance the universal good, contribute to social mobility in our society, and strengthen our democracy. Data abounds showing that attaining a four-year degree improves earnings over a high school diploma alone; decreases unemployment; and vastly increases capacity for moving from one social or economic strata to another, uplifting generations.

Data also shows that the national pipeline for incoming students is changing markedly from decades past:

- An enrollment “cliff”: A recession-related decline in births after 2008 means there will be fewer applicants.
- Hispanic growth: Those who apply will increasingly reflect the growing Hispanic U.S. population (currently one in five university students is Hispanic, and 40% of California’s population is Hispanic).
- New needs: Census-based predictions inform us that the “average” applicant increasingly will be public-school-educated, first-generation, and low- to middle-income.

While we have made progress toward creating a more diverse and accessible University, we know much work remains, particularly in light of demographic shifts. By focusing on this priority, we will widen the aperture of opportunity for all talented low- and middle-income and first-generation students who are drawn to our values-driven, whole-person approach to education. These efforts also will help secure our future enrollment, and ensure our long-term viability.

“ *It is our aim to ensure that talented and promising students from a wide range of backgrounds and experiences form our campus communities. As a Jesuit, Catholic university, creating equitable, inclusive, and diverse communities that enrich our campus learning environment is foundational to our faith-based mission.”*

JULIE SULLIVAN, PRESIDENT

Goal: Ensure that a Santa Clara education is within reach of *all students*, and become increasingly proactive and creative in our outreach to the demographically shifting prospective-student population

Initiatives include:

- Build and expand upon newly formed partnerships with the American Talent Initiative, California Private College Alliance, and The Posse Foundation to increase access for enrolled students who identify as first-generation, as low- and middle-income, or as eligible for federal Pell Grants
- Raise \$500 million in scholarships
- Increase the population of students transferring from community colleges or other institutions
- Attract the growing pipeline of talented Hispanic/Latiné/x students and ensure they thrive and flourish, and as a result attain the federal designation of being a Hispanic-Serving Institution
- Double the number of students served by our marquee LEAD Scholars Program







BELONGING
for All Broncos

Our Aspiration?

A community that lasts a lifetime where all find their place

Strategic Priority Four: Belonging for All Broncos

The Why

By building a vibrant and engaged campus and alumni community that is diverse, equitable, and inclusive, and whose members interact meaningfully with one another, we embrace our Jesuit, Catholic values of recognizing the God-given dignity of all human persons and our responsibility to genuinely accompany others and care for the whole person.

This priority also aims to sustain and nurture the “secret sauce” that has long characterized our Bronco community—the incredibly strong ties and lifelong relationships formed among students and sustained among our alumni, which is so important to our success as a university.

In fostering belonging, connection, and community, it is important to have a more diversified campus with collaborative spaces, rich performing arts offerings, values-oriented communities, and common

experiences to foster belonging. This can help inculcate respect for diversity across political, social, and cultural divides—skills our nation and our democracy urgently need. Such bonds will also help sustain our strong student retention and graduation rates.

Bronco Athletics also plays an essential role. The shared, collective experience and excitement generated by our outstanding student athletes in women’s soccer, men’s basketball, and other sports, fosters pride and unity, and creates memories and bonds that last a lifetime.

“ *I am constantly finding new ways to fulfill my passions of education, leadership, and service at Santa Clara. These opportunities empower me to address challenges, because I know that I will be able to overcome them with the support of my SCU community.”*

**HYDEIA WYSINGER '25 FIRST-GENERATION LEAD SCHOLAR
DOUBLE MAJOR PSYCHOLOGY AND PUBLIC HEALTH**

Goal: Ensure that all faculty, staff, students, and alumni experience a strong sense of belonging and engage in a lifelong affiliation with each other and Santa Clara

Initiatives include:

- Increase and promote diversity and inclusion so that all students, faculty, staff, and alumni fashion a community of care and belonging
- Implement a reimagined Residential Learning Community experience that builds common ground within our student population, and encompasses third- and fourth-year students
- Create mentoring and internship programs between alumni and students that focus on learning and success after Santa Clara
- Remodel technology-enhanced spaces to support cultural, artistic, and social programming
- Launch a Performing Arts Incubator for extracurricular programming, pairing faculty artists with students across the University, to create meaningful, interactive artistic experiences for students
- Continue to invest in Bronco Athletics and build on the prominence of women's soccer and men's basketball, which builds Bronco spirit and community







FOUNDATIONAL
Commitments

Foundational Commitments

In addition to the four strategic priorities, a number of foundational commitments have been identified that focus on our people and processes, and the ways in which we can achieve a more sustainable campus.

The Why

Our exceptional faculty and staff are the University's most cherished resource, ensuring our students receive the highest levels of educational, ethical, and emotional support to flourish and find their paths at Santa Clara. However, the high cost of living in Silicon Valley, especially housing affordability, challenges our ability to continue to retain and recruit top talent. Compensation and home ownership are critical priorities for our employees to thrive at Santa Clara.

At the same time, we need to develop better data-driven, multiyear planning models that enable us to align programs and resources with long-term strategic plan priorities, measure progress, and adjust for success. This is particularly important in a resource-constrained, competitive higher-education market that is being disrupted by new technologies. To succeed, we must be more nimble, efficient, and effective.

Finally, as a Jesuit and Catholic university, our approach to people and operations includes promoting sustainable ways of working for the betterment of our environment. The Princeton Review has recognized our University as among the top 30 universities in the nation for our sustainable practices. Our foundational commitments focus on continuing progress as a national leader in sustainability.

Goal 1: Ensure those who carry out our most important work have the resources to thrive

Initiatives include:

- Develop and implement market-driven compensation packages for all faculty and staff, building upon the multi-phase compensation initiatives currently underway
- Launch a revolving, shared-equity investment fund to support home ownership

Goal 2: Develop a long-term, multiyear financial model that ensures our financial viability and better aligns existing resources with our long-term strategic needs

Initiatives include:

- Refine the University budget process
- Develop revenue growth plans and cost saving measures for each division

Goal 3: Enhance operational effectiveness

Initiatives include:

- More effectively share and leverage data to enhance key decisions
- Strategically integrate emerging technologies into University operations

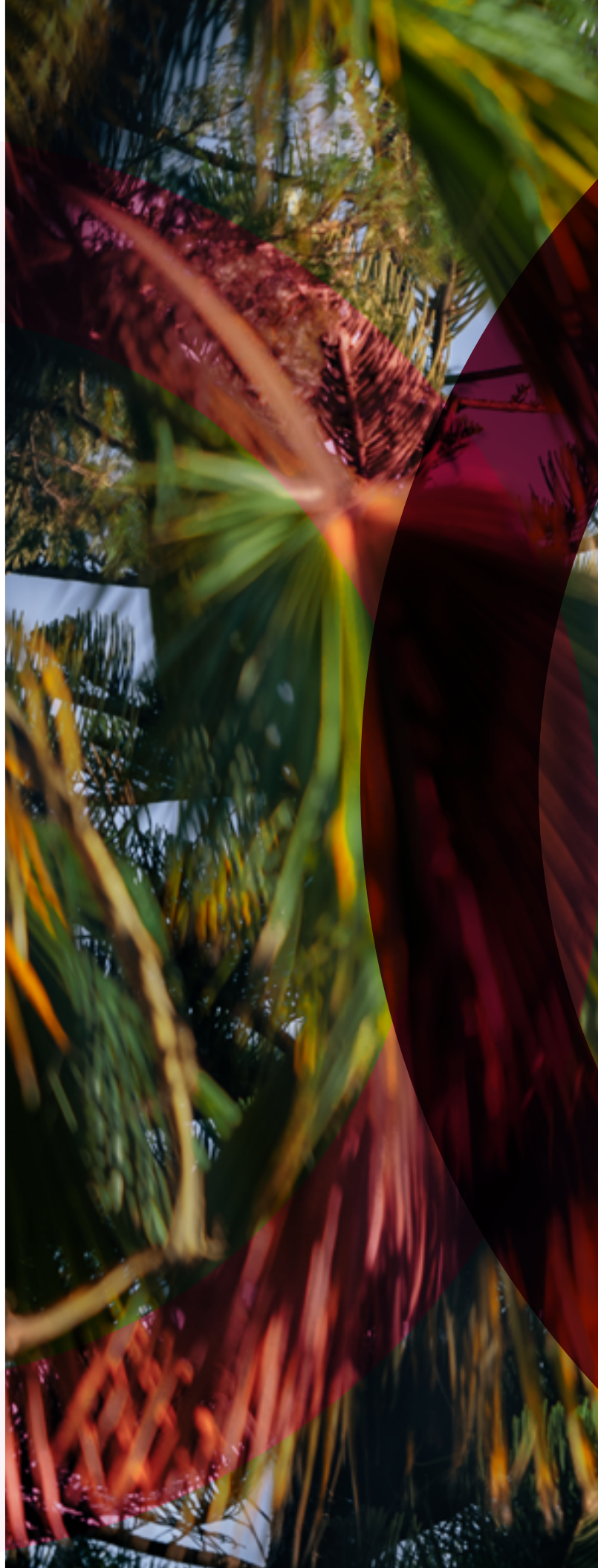
Goal 4: Position Santa Clara toward becoming a climate-positive university

Initiatives include:

- Reduce the University's carbon footprint
- Employ sustainable operational practices in procurement, waste management, water use, and landscaping

Conclusion

The Impact 2030 strategic priorities and foundational commitments build on the incredible progress made by generations of Broncos in establishing Santa Clara University as one of the nation's top Jesuit universities. By working together to fulfill the promise of Impact 2030, we will be a university that serves the world. A university that is at the forefront for shaping the good. A university contributing to social mobility and strengthening our democracy. A university community that lasts a lifetime and where all find their place. And a university characterized by the knowledge and respect that comes with a shared mission to advance the greater good, and shared values that unite us as Broncos for life.









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Visit scu.edu/strategicplan for more info



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