



St. Olaf Strategic Planning “Integration” Team Charge

Co-Conveners: Jason Engbrecht and Roberta Lembke '81

Members: Stephanie Fehr '87, Mimi Keita '26, Tina Garrett, Ben Gottfried, Else Madsen '25, Susie Smalling '97, Dave Van Wylen '80, Katie Warren '95

Charge: The integration team is charged with synthesizing and integrating the work of the three innovation teams to provide a clear, easily understood overall pathway to a holistic education for our students that prepares them to contribute to solutions to one or more pressing global issues — Oles Can! Oles Will! The integration team will work to ensure that the following elements are fully considered and present:

1. Clear, compelling visuals
2. Crisp, easily understood language
3. Steps to achieving the strategic goal — include shorter and longer-term steps and the role of faculty governance. Focus on best bets.
4. Infrastructure needs (tied to strategic priorities)
5. Metrics and milestones as part of a roadmap. This should include a plan for regularly assessing progress and being agile in shifting course

Key Tasks and Considerations:

1. Emphasize well-being across the entirety of a student’s integrated experiences.
2. Align vocational and academic work to ensure our students have vibrant careers and lives.
3. Draw on the rich set of resources available at St. Olaf to ensure that our students are prepared to be solution seekers.
4. As we propose a path forward, we need to ensure that we are supporting our faculty and our staff with access to sufficient resources and professional development that respects their time and energy in supporting our students.

Connecting Themes:

1. **Mission:** Our mission statement is our promise to our students. Throughout our planning, our work will be mission-aligned. Our mission is:
“St. Olaf College challenges students to excel in the liberal arts, examine faith and values, and explore meaningful vocation in an inclusive, globally engaged community nourished by Lutheran tradition.”
2. **DEIB:** The recommendations will advance diversity, equity, inclusion, and belonging efforts so all members of our St. Olaf community thrive and experience a genuine sense of belonging.

3. **Sustainability:** The recommendation will address a key question: how do we sustain St. Olaf's bright future in light of multiple national and global headwinds? The proposed action steps will encompass:
 - strategies to address inequities locally and globally
 - issues of environmental sustainability for this one precious Earth we inhabit
 - a financially sustainable approach that reaffirms our commitment to meeting the financial needs of our students and that provides fair and equitable compensation and benefits for our employees
 - the viability of our academic offerings
 - attention to our built, digital, and energy production infrastructure that undergirds all that we do on the Hill.

Key Questions to be addressed by the Integration Team:

1. How can we make visible the integrated (curricular, co-curricular, and residential) approaches in place to ensure success for all of our students (the St. Olaf Pathway)?
2. How can we further align academic learning with vocational discernment and preparation?
3. What are the roles that our centers and other outside-of-class learning opportunities will play in defining St. Olaf's value proposition and distinctiveness?

Resources:

- Coordination Team (Susan Rundell Singer, Louis Epstein, Michael Kyle)
- Michael Kyle (Vice President for Enrollment and College Relations)
- Jo Beld (Vice President for Mission)
- Relevant constituencies: students, staff, faculty, alumni