

During the 2015-2016 academic year, the University community and the Board of Directors approved *Promise and Prominence: John Carroll University's Strategic Plan 2015-2020*.

The University Strategic Planning Group (USPG) is developing a tactical vision for each objective, creating specific tactics/action steps for the next few years, and identifying metrics and required resources. The USPG will also serve as the oversight committee during the implementation phase of the plan.



This document serves as a record of the activities undertaken across campus during the 2015-2016 academic year that aligned with both the strategic plan and the pre-existing budget for fiscal year 2016.

2015-2016 SUMMARY

ACADEMIC EXCELLENCE

John Carroll University will achieve greater regional and national recognition as a leader in liberal education and be known for developing superior critical competencies through a challenging integrative core curriculum, innovative curricular programs, and cross-campus support for student learning. Informed by Ignatian traditions of well-educated solidarity, holistic care for the person, and openness to the challenges of the world, Goal One will be achieved through these objectives:

INTEGRATIVE CURRICULUM

Implement the integrative core curriculum as a foundation for personal and professional success.

- Offered a full slate of Foundational Competency and language courses, as well as offerings in every category
- Developed and began implementing the assessment plan for the integrative core curriculum
- Initiated improvements in both scheduling and the application process for core designations

DISTINCTIVE PROGRAMS

Develop and enhance distinctive undergraduate and graduate programs that attract external recognition, increase enrollment, and produce graduates who will benefit our region and beyond.

- Developed a template for identifying distinctive programs
- Completed the first cycle of Academic Program Review
- Began developing further tactics for those areas—Pre-Health, Accountancy, Sports Studies, Academic Partnerships, Healthcare IT—already identified for investment

INVESTMENT IN FACULTY

Invest in teacher-scholars to strengthen programs that enhance John Carroll University's academic reputation.

- Surveyed faculty and other constituencies about suitable investments
- Continued on-going dialogue between Faculty Council and the Provost's Office about faculty compensation

EXPERIENTIAL EDUCATION

Increase opportunities to engage in experiential learning programs through campus-based initiatives and local and global partnerships that prepare students for 21st century careers.

- Initiated the development of a new comprehensive vision of Career Development and Life Planning

STUDENT THRIVING

Increase student engagement to improve student persistence, on-time degree completion, personal growth, and professional preparation and advancement.

- Enhanced and supported the current advising model
- Assessed Services for Student with Disabilities
- Began preparation for first cohort of students in First in the World research project (including improvements to registration)
- Improved summer orientation
- Continued student support systems (textbooks, leave of absence, bystander intervention training, CARE team).
- Created a student retention and persistence council

FAITH THAT DOES JUSTICE

Rooted in the gospels and inspired by Catholic social teaching and the Jesuit tradition of being women and men for and with others, John Carroll University will be recognized for its work in faith development, interreligious dialogue, a commitment to solidarity with those who are poor and the marginalized, a curricular emphasis on social justice and global citizenship, and an operative principle of inclusive excellence.

JESUIT CATHOLIC VALUES

Deepen the University's commitment to peace, justice, and sustainability

- Completed Academic Program Review for Peace, Justice, and Human Rights

IGNATIAN PEDAGOGY

Integrate an Ignatian pedagogy of experience, reflection and action more fully into the student learning experience and across the broader campus community.

INTERRELIGIOUS AND INTERCULTURAL DIALOGUE

Enable all members of the University community to explore, deepen, and share their faith or worldview in dialogue with people of all cultural and faith backgrounds.

- Initiated post-doctoral minority fellowship program
- Funded three new course development grants focusing on diversity

INCLUSIVE EXCELLENCE

Improve the diversity of the faculty, staff, and student body and promote a culture of inclusive excellence.

- Sponsor training sessions on diversity and inclusion

ENGAGED CAMPUS COMMUNITY

Building on the Ignatian ideal of the *Magis*, choosing the greater good, John Carroll will nurture a dynamic, collaborative and future-oriented institutional culture predicated on student, faculty, staff and alumni engagement to achieve operational excellence and competitiveness.

INDIVIDUAL WELL-BEING

Advance the well-being of all full-time and part-time faculty and staff through enhanced work-life policies, community building, and professional development.

- Designed, implemented, and reviewed University-wide Employee Recognition (Administrative Professionals Day, Silver Circle, employee appreciation events)
- Designed, implemented, and reviewed Employee Orientation Programs (new employee, Campus Colleague)
- Designed, implemented, and evaluated professional development opportunities (HR Training Series, Administrative Professionals Forum, Professional Development Seminars)

INTEGRATED PLANNING

Create, support, and sustain an integrated planning and budgeting process that aligns institutional resources with strategic priorities.

- Developed strategic plan, planning process, and program approval process
- Audited and aligned committee work
- Initiated Task Force on Strategic Budgeting (accelerated the annual budgeting process, developed 3-year forward-looking budget model) (also COLLABORATION)
- Re-established and enhanced Space Committee and its Facilities Planning Sub-Committee (updated campus inventory, space audit, classroom use; developed faculty survey)
- Initiated development of reporting tool linking academic, fiscal, and operational data

CONTINUOUS IMPROVEMENT & ENHANCED TECHNOLOGY

Advance a culture of mission-centered and data-informed decision making for institutional improvement. Improve strategic use of technology to ensure excellence in all academic and administrative processes.

- Chose key tools and developed tactics for improved training

IMPROVED COLLABORATION

Establish dynamic organizational and governance structures, collaborative leadership, enhanced communication, and decision making across all stakeholders of the University.

- Realigned additional divisions to report to the Provost
- Initiated Task Force on Strategic Budgeting (also PLANNING)
- Initiated the University Committee on Collaborative Governance
- Added Staff Council representatives to each Board committee

STRATEGIC ALLIANCES

Pursue strategic alliances with local and global partners to enhance the University's reputation in the region and the world.

- Expanded relationships with local community colleges
- Developed partnerships to support post-graduation opportunities in medicine, law, and entrepreneurship