

# ACADEMIC EXCELLENCE for Student Learning & Success

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.

## 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.

## INVESTMENT IN FACULTY

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

## 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.

## STUDENT THRIVING

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

### 2016-2017 TACTICS

- Collect and analyze learning and outcomes assessment data to ensure core's function as foundation for personal and professional success
- Engage in a structural review of the integrative curriculum to assess staffing and to ensure student completion
- Transition course offerings from University Core to new integrative curriculum
- Identify the effects of the new core on other processes/ programs, such as advising, scheduling, study abroad, professional development, and transfer policies.
- Identify existing distinctive programs through Academic Program Review and the use of the template for distinctive programs
- Create new programs aligned with the template for distinctive programs
- Develop plans for internal communication, marketing, enrollment, and advancement for distinctive programs
- Provide support for distinctive programs through prioritization and increased operational efficiencies
- Identify and prioritize suitable investment through an open, collaborative process
- Create a schedule for the implementation of identified investments
- Continue on-going campus initiatives that support full-time and part-time faculty and strengthen programs
- Develop and implement a new comprehensive vision of Career Development and Life Planning
- Develop four-year pathways for experiential activities
- Develop a clear, collaborative and centralized approach to internships
- Establish and promote an experiential transcript for co-curricular work
- Enhance programs which support academic thriving, including the Learning Commons, Advising, and Services for Students with Disabilities
- Build capacity for psychological, emotional, spiritual, and financial thriving via support for the whole person
- Extend thriving initiatives to the entire student body, including graduate and transfer students & students from diverse backgrounds

# 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.

## 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 & 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.

## INCLUSIVE EXCELLENCE

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

### 2016-2017 TACTICS

- Encourage all programs to consider deepening their commitment to peace, justice, and/or sustainability and identify opportunities to further distinguish themselves
- Coordinate existing programs that focus on peace, justice, and/or sustainability in order to identify common themes and combine programming efforts.
- Support and monitor ongoing sustainability efforts through the physical plant to increase energy efficiency and recycling efforts, reduce consumption, and utilize sustainable landscaping
- Design and implement programming to introduce faculty and staff to Ignatian pedagogy
- Identify and develop core courses that implement and assess Ignatian pedagogical principles
- Develop a common framework for reflection and a system for assessing and integrating it across the entire student learning experience
- Coordinate intercultural and interreligious programming
- Develop one or more common activities that integrate and build upon competencies developed through existing interfaith and intercultural programming
- Diversify the faculty through the post-doctoral fellowship program
- Provide funds to develop courses that address issues related to race and diversity
- Develop and deliver faculty and staff workshops dealing with diversity, inclusion, and race
- Develop and implement a diversity enrollment plan

# 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.

## INTEGRATED PLANNING

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

## 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.

## IMPROVED COLLABORATION

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

## STRATEGIC ALLIANCES

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

### 2016-2017 TACTICS

- Continue to build community by implementing and reviewing the university's Orientation and Employee Recognition programs and intra-divisional events
- Continue to develop, implement and evaluate internal professional development offerings
- Improve policies and programs that promote work-life balance
- Update and develop strategic and operational plans for enrollment, advancement, student affairs, academic affairs, finance, and administration
- Develop and implement a program prioritization and resource allocation plan informed by academic and administrative program reviews
- Implement systems for external benchmarking and measuring key performance indicators
- Continue the work of the Task Force on Strategic Budgeting and the Space Committee
- Inventory and assess IT-supported services to improve institutional performance
- Develop and implement a comprehensive plan for training and development on software packages
- Improve usage of existing software tools
- Disseminate, explore, and implement the recommendations from the University Committee on Collaborative Governance
- Undertake a governance audit and clarify decision-making processes
- Deepen connections to the AJCU network to enhance institutional benchmarking, information sharing, and inter-institutional collaborations
- Strengthen partnerships with alumni and other stakeholders to support distinctive academic programs and programs for student thriving

