

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.

2017-2018 TACTICS

- Ensure student completion by assessing impact on orientation, advising, scheduling, study abroad, and transfer, and, as necessary, proposing policy solutions
- Collect and analyze learning and outcomes assessment data to ensure core's function as foundation for personal and professional success
- Complete transition of course offerings from University Core to integrative core
- Use continuous improvement processes to identify current distinctive programs and move other programs toward distinction
- Message, market, and enroll for distinctive programs
- Incentivize, explore, and implement innovative ideas for new programs with a potential for distinction
- Support the redesign of the faculty self-evaluation process in order to align its inherent incentive structure with the strategic plan
- Audit existing investments in full- and part-time faculty as teacher-scholars to determine alignment of current investments with strategic plan
- Implement investments identified through an open, collaborative process
- Develop a four-year developmental model that engages students in significant experiential activities focused on intellect, character, leadership, and service
- Develop an institution-wide, clear, collaborative, and integrative approach to internships and career-related internships
- Implement a new comprehensive vision of career development and life planning
- Ensure that thriving efforts support special populations (graduate students, transfer students, international students, first-generation students, and students from diverse backgrounds)
- Developed and implement strategies to improve the first-year experience and student retention
- Improve thriving through optimal use of space, programs, and the Learning Commons
- Make use of institutional data to accurately assess student thriving

FAITH THAT DOES JUSTICE

Rooted in the gospels and inspired by Catholic social teaching and the Jesuit tradition of being with and for 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.

2017-2018 TACTICS

- Develop University Justice Plan and implement initial stages, including thematically linking existing programming efforts where possible
- Lay foundations to become a Catholic Relief Services Global Campus
- Identify and track carbon footprint reduction initiatives
- Implement pilot program to introduce one-credit option for Catholic Social Teaching in the Boler School of Business
- Implement and evaluate a pilot program to introduce JCU Reflection model in select academic programs, academic advising, co-curricular programs
- Reconvene NetVUE group and apply for a NetVUE grant to link academic advising, reflection, and vocational discernment
- Explore with Academic Excellence group the feasibility of a system to enable students to archive and integrate reflection across the student learning experience. (Connect to the idea of an experiential learning transcript)
- Establish and Interfaith and Intercultural Council to coordinate programming and develop tactics
- Engage Interfaith Youth Core to assess and develop programming and faculty development initiatives for interfaith learning
- Develop one or more common activities that integrate and build upon competencies developed through existing interfaith and intercultural programming
- Continue work on departmental assessment tool for diversity and inclusion
- Develop and deliver faculty and staff workshops dealing with diversity, inclusion, and race
- Develop a diversity enrollment plan as part of the overall strategic academic enrollment plan
- Develop academic and co-curricular responses to the Working Group on Slavery and Reconciliation recommendations

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.

2017-2018 TACTICS

- Inventory current practices and explore the development and implementation of policies to improve work/life balance
- Design, implement, and evaluate HR training series
- Development of Part-Time Faculty Handbook
- Continued development and implementation of employee wellness initiatives
- Identify software solution to support strategic planning
- Develop a prioritization and resource allocation protocol
- Develop and implement a campus-wide budgeting process
- Develop and implement a new program approval process
- Continue implementation of administrative program review process
- Upgrade from Banner 8 to Banner 9
- Plan upgrade of campus wireless
- Initiate a plan for the development and implementation of online courses and programs
- Implement the UCCG governance model; Committees on the Student Learning Experience, Educational Policy, Resource Allocation + Administrative Policy
- Initiate HLC Task Force for 2019 comprehensive visit
- Initiate the BoD Resolution to review all governance documents
- Develop and implement an academic partnership agreement protocol
- Enhance AJCU partnerships across academic and administrative areas
- Initiate development and approval of academic program articulation agreements with local community colleges
- Initiate the development of strategic partnerships with Cleveland-area employers for student job placement and internships