

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.

2018-2019 TACTICS

- Staff enough Core classes to ensure on-time degree completion.
- Revise administrative structure of the Core to eliminate subcommittees and formally move Core Director to report to Provost
- Offer course enrichment grants to allow class activities that promote the integration of knowledge
- Implement assessment of both Distribution and Major Requirement Core elements
- Explain and promote *distinctive program* criteria, processes, and plans to identify small investments with out-sized impacts
- Engage in market analysis to identify costs and benefits of large-scale programs not currently offered by the University that could bring in new students.
- Improve admission numbers, retention, and persistence of under-represented groups in STEM through scholarships and programming.
- Develop process and procedures to accommodate space needs of growing programs
- Develop and commit to a long-term faculty hiring plan which responds to departures and also clarifies expectations for faculty workload and percentage of and role for part-time faculty and other instructional staff
- Provide an academic vision for incorporation and utilization of technology in teaching and learning and for faculty development writ large by developing and implementing accountable structures within the academic administration with the appropriate responsibility and authority to deliver this vision.
- *additional tactics in Appendix A*
- Evaluate the CAS Professional Development Program for possible expansion college-wide
- Complete report of existing experiential learning opportunities across the university
- Select or develop tools to track and manage experiential learning
- Determine which students are participating in experiential opportunities and develop initiatives to improve inclusivity and access.
- *additional tactics in Appendix A*
- Magis Learning Commons Project (*details in Appendix A*)
- Develop and pilot cross-divisional initiatives to improve retention and completion in groups identified in 2017-2018 (to include, if warranted, a strengthened first-year experience).
- Improve accessibility on campus by increasing access to testing space for students registered with Student Accessibility Services
- Expand student life, student support, and academic support services to transfer students, graduate students, commuter students, and other underrepresented student populations.
- *additional tactics in Appendix A*

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.

2018-2019 TACTICS

- Summer Reading Group on Educating for Justice
- Identify a Main Speaker for Leadership for Justice or Social Change
- Faculty Learning Group for Catholic Intellectual Tradition
- Summer Mentoring Workshop for Newer Faculty, including post-doctoral fellows.
- Ongoing workshops on Ignatian Pedagogy, Principles, and Priorities
- Develop business course that satisfies ISJ requirement
- Faculty Learning Community on Best Practices for Community-based Research
- Develop Communication Campaign around two leadership practices for interfaith excellence
- Hire an interfaith student intern to lead communication efforts
- Collaborative interfaith workshop
- Allocate funding for campus wide DEI assessment and inventory; climate survey; and/or departmental consultation or guidance. Specific expenditure to be determined this spring as tactics are prioritized.
- Develop and budget for a diversity enrollment plan, including outreach to key high schools and community colleges
- Fund the development of divisional programs dealing proactively with diversity, equity, and inclusion and race relations

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.

2018-2019 TACTICS

- Design, implement, and evaluate the HR Training Series: increase diversity of offerings; assess participant satisfaction, and align programming with institutional initiatives including diversity, equity, and inclusion; performance evaluation; Title IX, IT Data Security, and related topic areas of strategic importance.
- Continued development, implementation, and evaluation of employee wellness initiatives
- Mature the campus-wide budgeting process including a software solution for support.
- Review and revise existing academic program approval protocol
- Implement the USPG program approval process
- Complete upgrade from Banner 8 to Banner 9
- Data Governance
- Implementation of student tracking software.
- Pilot moving a portion of the ITS production servers into a cloud based service by implementing disaster recovery / business continuity required services in a cloud environment.
additional tactics in Appendix B
- Complete the HLC Assurance Report and prepare campus for the February 2019 site visit.
- Complete the full implementation of the UCCG committees.
- Complete the review of the Faculty Handbook.
- Complete the review of the Faculty Council Constitution.
- Complete the academic partnership agreement protocol.
- Complete academic program articulation agreements with community college partners.
- Complete the second phase of the Target Cities Initiative.
- Meet monthly with University Heights city government around topics of mutual interest.

APPENDIX A. Additional Goal 1 Tactics

- **1.3** Provide faculty development in cultural competency and inclusive pedagogy (including Universal Design for Learning)
- **1.3** Improve the sustainability of the minority post-doctoral program and improve its ability to serve as a pipeline into tenure-track positions at JCU and at other institutions
- **1.3** Incentivize faculty research into diverse scholarly pursuits, perspectives and learning environments with the aim of integrating this work within the curriculum and co-curriculum
- **1.3** Stipend the participation of part-time faculty in panels and faculty conversations about issues of diversity and inclusion.
- **1.3** Secure grant funding to support faculty learning communities around issues of diversity and inclusion.
- **1.3** Stipend the participation of part-time faculty in faculty development to improve student thriving.
- **1.4** Create an experiential learning "map" for each major using the template.
- **1.4** Plan and begin delivering a series of Faculty Development workshops on design of experiential learning experiences, presenting best practice, helpful tools, and assessment models.
- **1.4** Develop advising workshops to inform and support academic advisors, relevant staff, and faculty advisors on helping students map their experiential learning pathways.
- **1.4** Market experiential learning at JCU to prospective students, transfer students, and their parents.
- **1.4** Collaborate with Global Education to consider opportunities for global experiential learning (based on outcomes from their recent program review)
- **1.4** Evaluate and propose further development, funding and administrative/faculty support for experiential education
- **1.5 MAGIS** Develop final plan for relocation and de-accession of library materials in advance of learning commons construction
- **1.5 MAGIS** Complete any pre-construction plans related to building and/or LC
- **1.5 MAGIS** Create and fund staffing related to the LC
- **1.5** Develop a long-term plan to improve campus infrastructure around accessibility and changing student needs
- **1.5** Increase staff, funding, and expand space available to the Center for Student Diversity and Inclusion.
- **1.5** Determine which students are accessing student support services and student activities and develop initiatives to improve inclusivity and access.
- **1.5 placeholder for advising pending faculty decision:** most likely need for additional staffing and technological systems to support advising

APPENDIX B. Additional Goal 3 Objective 3/Objective 4 Tactics

- Right sizing and updating classrooms -Technology, furniture and interiors
- Create classroom technology roadmap to provide a functional, sustainable environment to deliver technology enhanced teaching and learning.
- Development and implementation of an electronic faculty contracting and on-boarding process.
- Investigate and propose an ePortfolio platform applicable to the entire academic community
- Execute phase 2 of 3 in implementation of next generation wireless
- Implement Single Sign On service and Self Service Password Change System
- Design and implement effective cloud based user storage system
- Redesign the campus network environment to provide a sustainable, extensible environment that is secure, but flexible enough to support the burgeoning Bring Your Own Device (BYOD) movement on campus.