

STRATEGIC PLAN

Spring 2018 Monitoring Update



CRITICAL TACTICS

TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
1.2 Message, market, and enroll for distinctive programs [includes website].	Needs Attention	<ul style="list-style-type: none"> • Research (internal/external brand, market and competitive) • interim web updates (undergraduate, graduate admission, select program pages, and Boler) • digital/traditional advertising plans created & launched - some distinct programs • IMC Meet & Greets • Plan in place for new programs 	<ul style="list-style-type: none"> • Define roles and responsibilities • Brand framework to guide better messaging • brand campaign • print material overhaul • degree/program content catalog • EM training • complete website overhaul • Enrollment meet & greets/department learning sessions
1.2 Incentivize, explore, and implement innovative ideas for new programs with a potential for distinction that align with emerging academic master plan.	Needs Attention	<ul style="list-style-type: none"> • 4 year plans for 3-2 programs in sciences • committee on new programs with findings • some program development • new programs launched in data science, educational leadership, substance abuse counseling • certificate in non-profit in development 	<ul style="list-style-type: none"> • create incubator for undergrad, grad, and certificate programs • create pricing model • explore reinvestment model • investment for large program development? • create environment more conducive to and development around integration • establish a design process (and identify and support leadership of it) • develop structure support for continuing education
3.2 Develop and implement the academic strategic enrollment plan aligned with the academic master plan,	Needs Attention	<ul style="list-style-type: none"> • Admissions-oriented portion of enrollment plan complete 	<ul style="list-style-type: none"> • Complete alignment with academic plans • Build out meaningful efforts to address diversity within the plan.

including a robust diversity enrollment plan, BSOB + CAS Academic plans.

3.4 Upgrade Banner 8 to Banner 9 [includes identity management].

Satisfactory Progress

- Banner 9 Development Env
- Single Sign-on test environment
- Identity provisioning design
- Student/General process assessment
- Production environment build (in process)
- Identity provisioning in production (in process)
- Single Sign-on production (in process)
- Admin Pages soft go-live (mid Jan, 2018)
- Banner 9 Student Registration (Mar, 2018)
- Process assessments for Human Resources, Finance, Accounts Receivable, Financial Aid, Student AR (all to be completed July, 2018);
- Slate2Banner Interface Rewrite (in process);
- Fixed Assets Module for Finance (starting Jan, 2018)

3.3/3.4 Invest in and support online course and program development.

Satisfactory Progress

- Number of online courses identified
- strategic initiative fund designated for online course development
- completed NC-SARA authorization for offer online programs across state lines
- preliminary evaluation of online courses is complete
- Dept. of Education/SP will launch Educ. Admin. program in Fall 2018; work has started on course development.
- Full development of courses
- identification of next set of programs for online/hybrid delivery

3.5 Implement the model of institutional governance recommended by UCCG.

Completed

- All UCCG committees established;
 - all committees have a charge, membership, and goals;
 - committee websites are in place and being populated with committee work products.
 - Identify and align campus committees to the main UCCG mast committees;
 - continue to institutionalize the work of the UCCG committees.
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BORDERLINE CRITICAL TACTICS



TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
<p>1.2 Use continuous improvement processes to identify current distinctive programs and move other programs toward distinction.</p>	<p>Satisfactory Progress</p>	<ul style="list-style-type: none"> Academic Program Review and assessment of student learning processes continue; departments' APR action plans align with strategic plan; Administrative Program Review redesigned to better align with Academic and strategic plan; pilot of current AdPR launched with Alumni 	<ul style="list-style-type: none"> identify and remedy academic inefficiencies; evaluate AdPR process and complete its schedule
<p>1.4 Develop and implement a new comprehensive vision of career development and life planning through Career Services restructuring.</p>	<p>Satisfactory Progress</p>	<ul style="list-style-type: none"> Hired staff, Developed mission statement and annual goals tied to University strategic plan Revised content and delivery of programs Launched CAS Professional Development Program Pilot with goal of developing a professional development program of all students 	<ul style="list-style-type: none"> Convene a strategic planning group with community-wide representation to fully define the vision and strategic plan for career services.

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URGENT TACTICS



TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
3.3/3.4 Implement data governance and related technology solutions to support continuous improvement.	Needs Attention	<ul style="list-style-type: none"> • Inst. Effectiveness formally commissioned by UCAP to convene governance group • Data audit conducted by EAB 	<ul style="list-style-type: none"> • Identify campus data stewards and stakeholders • convene the data governance committee • establish charge and identify initial goals and objectives.
3.4 Transition to the next generation of campus wireless .	Satisfactory Progress	<ul style="list-style-type: none"> • Upgrade to residence hall wireless (RESNET) completed 	<ul style="list-style-type: none"> • Balance of campus wireless must still be upgraded. Planning for this is underway.
3.3/3.4 Assess and right-size use of classrooms and technology .	Satisfactory Progress	<ul style="list-style-type: none"> • Historical classroom seat count summary being finalized 	<ul style="list-style-type: none"> • Review with Registrar's Office to agree on appropriate class sizes by classroom; • use info to support classroom FF&E upgrades.

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TACTICS NEEDING FURTHER DEVELOPMENT



TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
1.4 Develop and implement a four-year developmental model that engages students in significant experiential activities focused on intellect, character, leadership, and service.	Satisfactory Progress	<ul style="list-style-type: none"> Survey constructed and completed by 29 of 31 chairs of academic departments/programs with follow-up interviews. Gathering co-curricular information is in progress 	
1.4 Develop an institution-wide, clear, collaborative, and integrative approach to internships and career-related internships.	Satisfactory Progress	<ul style="list-style-type: none"> Created UCSLE working group on Experiential Learning. Conducted inventory of experiential learning occurring in academic departments Conducting inventory of extra-curricular experiential activities occurring through survey of student affairs departments. Expansion of internship opportunities 	<ul style="list-style-type: none"> Utilize findings from co-curricular and extra-curricular surveys and interviews to develop system to more efficiently administer and track student experiential learning activities, increase reflective components and share that information between students and advisors.
1.5 Improve student thriving through optimal use of space, programs, and the Learning Commons.	Satisfactory Progress	<ul style="list-style-type: none"> Documentation started by facilities; RFP to architects; meeting with student union 12/28 Architect presentations 	<ul style="list-style-type: none"> steering committee works with chosen architect to design; Advancement continues to fundraise; 2018-2019: library relocates materials and shelving; construction occurs contingent on funding
2.1 Develop University Justice Plan , implement its initial stages, and integrate findings into University messaging.	Satisfactory Progress	<ul style="list-style-type: none"> Divided tactics into: <i>informational</i> and <i>strategic</i> tactics. Establishing common definitions for key terms. Inventoried curricular and co-curricular 	<ul style="list-style-type: none"> Establish Justice Theme for 2018-19. Possibly Ethical Leadership. (Could we have everyone reading a book or two)?

		<p>programs related to justice.</p> <ul style="list-style-type: none"> • Inventoried Academic and co-curricular programs that engage "promoting social justice" learning goal. • Created website where this information will be housed. • Discussing how to invite programs to think about and describe how their students (e.g., majors, minors, etc) undergo transformative justice education. 	<ul style="list-style-type: none"> • Deliver a strategic plan for Inclusive Excellence.
<p>3.5 Review and align the University's primary governance documents.</p>	<p>Satisfactory Progress</p>	<ul style="list-style-type: none"> • Committees have been identified to review all institutional handbooks and governance documents; • Review of Staff Council documents complete. 	<ul style="list-style-type: none"> • Review of Faculty Handbook and Faculty Council By-laws in process; • FHB will review and implement recommendations from general council and the work completed by the FHBC in 2016-2017; • Faculty Council review will follow timeline and objectives identified by the provost and FC leadership in fall 2017.

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REMAINING PRIORITIZED TACTICS



TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
<p>2.2 Implement and evaluate a pilot program to introduce the JCU Reflection Model in select academic programs, academic advising, career counseling, and select co-curricular programs.</p>	Completed	<ul style="list-style-type: none"> Reflection model developed and is being piloted within the following areas during the fall semester: Academic Advising, Arrupe Scholars, Career Services, Campus Ministry, CSSA, Leadership Scholars, Student Affairs 	<ul style="list-style-type: none"> Convene pilot users of the model; evaluate and revise model in light of feedback. Propose to UCSLE for adoption. Announce and educate faculty and staff about use of the model.
<p>2.2 Develop and apply for a NetVUE grant to link academic advising, reflection, and vocational discernment</p>	Needs Attention	<ul style="list-style-type: none"> Annual meeting attended, including instructional session on grant application. Grant application has been received. 	<ul style="list-style-type: none"> Convene steering committee, establish proposed program, which is likely something that will link: career center, professional development in CAS and BSOB, and reflection with previous NetVUE work.
<p>2.3 Engage the nationally recognized Interfaith Youth Core to assess and develop programming and faculty development initiatives for interfaith dialogue and learning.</p>	Completed	<ul style="list-style-type: none"> Grant application completed. Annual Assessment Completed. \$4000 grant received. Committee formed and program planning has begun. Completed mid-year grant report 	<ul style="list-style-type: none"> Finish planning and offer programming specified in the grant. Assess and finish final report.

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OTHER '17-'18
TACTICS: GOAL 1



TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
1.1 Complete transition of course offerings from University Core to integrative core.	Satisfactory Progress	<ul style="list-style-type: none"> Approved 701 courses for the Core Curriculum (enough classes for all categories [outside the majors] except for the Linked Category—only need about 5-6 more pairs). Instituted a Revision to the Core (which cut the number of Linked classes needed in half) adding Distribution category was added (see Emerging Tactics). 	<ul style="list-style-type: none"> Need to get AW, OP, and Capstone courses proposed and approved for some departments
1.1 Ensure student completion by assessing impact on orientation, advising, scheduling, study abroad, and transfer, and, as necessary, proposing policy solutions.	SATISFACTORY PROGRESS	<ul style="list-style-type: none"> Moved to course-based attributes to avoid registration mistakes and greater availability of Core offerings; conversation started with chairs about generating First Year appropriate offerings Distribution classes replace one Linked pair (improve transfer credit opportunities); worked with Registrar, Associate Deans, Asst Provost of Advising to develop plan for ensuring availability of Foundational classes in summer Orientation sessions; developed Core offerings spreadsheet which tracks departmental contributions to each Core category by term. 	<ul style="list-style-type: none"> Setting departmental targets for offerings per term per Core category (within Core offerings spreadsheet); work with Deans to prioritize Core needs in hiring (and also in faculty evaluation);

		<ul style="list-style-type: none"> Core Director working with Distribution subcommittee and chairs to establish transfer guidelines 	
<p>1.1 Collect and analyze learning and outcomes assessment data to ensure core's function as foundation for personal and professional success.</p>	Satisfactory Progress	<ul style="list-style-type: none"> Two full cycles of assessment of Core offerings completed; Substantial revision of Core rubrics on basis of assessment data; training sessions on how to use and interpret Core rubrics; Developed new sampling plan for assessing Core offerings 	<ul style="list-style-type: none"> New sampling plan will enable more reflective conversations on student learning (moving conversation beyond system-level issues and rubric changes); talk to HLC Academy Action Team about tracking University goals addressed in Core; Develop a survey instrument for graduates
<p>1.3 Support the redesign of the faculty self-evaluation process in order to align its inherent incentive structure with the strategic plan.</p>	Needs Attention	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Assemble relevant parties explore potential models develop and vet proposal with stakeholders
<p>1.3 Audit existing investments in full- and part-time faculty as teacher-scholars to determine alignment of current investments with strategic plan.</p>	Needs Attention	<ul style="list-style-type: none"> Audit begun 	<ul style="list-style-type: none"> Complete audit improve data about faculty workload connect potential investments to the student experience
<p>1.3 Implement investments identified through an open, collaborative process.</p>	On Hold	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
<p>1.5 Ensure that thriving efforts support special populations (graduate students, transfer students, international students, first-generation students, and students from diverse backgrounds).</p>	Needs Attention	<ul style="list-style-type: none"> retention data generated created matrix of efforts Inclusive Excellence Strategic Plan 	<ul style="list-style-type: none"> By the end of 2017-18, Define special populations; define thriving; Inventory of thriving efforts connected to various populations; establish KPIs align with best practices
<p>1.5 Developed and implement strategies to improve the first-year experience.</p>	Needs Attention	<ul style="list-style-type: none"> Began conversations about First-Year appropriate core courses, boosted number via creation of distribution courses Utilize EAB data to determine whether first year courses have adequate seats. 	<ul style="list-style-type: none"> Create a First Year Experience that includes academic, residential, orientation and advising components.

<p>1.5 Developed and implement strategies to improve the student retention.</p>	<p>Satisfactory Progress</p>	<ul style="list-style-type: none"> • evaluating freshman cohorts from last five years not returning for sophomore years • expanded analysis to transfer students 	<ul style="list-style-type: none"> • Set retention goals; • Expand/focus existing and pilot new strategies
<p>1.5 Make use of institutional data to accurately assess student thriving.</p>	<p>Needs Attention</p>	<ul style="list-style-type: none"> • Created retention datasets for first-year cohorts since 2012, • Create retention datasets for transfer cohorts, • incorporate comparison data from other institutions; 	<ul style="list-style-type: none"> • continue data analysis, • incorporate core and program assessment data with institutional surveys into datasets

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OTHER '17-'18
TACTICS: GOAL 2



TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
2.1 Lay foundations to become a Catholic Relief Services Global Campus.	Completed	<ul style="list-style-type: none"> CRS representatives have presented on campus. Student Ambassador Program is already in place. Mission Integration Committee will serve as coordinator of annual event. 	<ul style="list-style-type: none"> Convene core group of faculty to agree to use CRS global resources in class; Task Mission Integration Committee to sign on as a CRS campus.
2.1 Identify and track carbon footprint reduction initiatives.	Completed	<ul style="list-style-type: none"> James Watling has designed model, populated it with data, and is refining it. 	<ul style="list-style-type: none"> Tie chart to campus initiatives; interpret data and establish narrative; post to website and promote during Ignatian Heritage Week as part of Campus Updates
2.1 Implement pilot program to introduce one-credit option for Catholic Social Teaching in the Boler School of Business.	Completed	<ul style="list-style-type: none"> Task Force working and faculty identified to "team teach" in spring. 1-credit course is scheduled for next semester. Faculty development workshop being planned for early spring semester. 	<ul style="list-style-type: none"> Develop syllabus and course lessons. Promote, deliver, and assess course in spring semester
2.2 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)	On Hold	•	•

<p>2.3 Establish and Interfaith and Intercultural Council to coordinate programming and develop tactics.</p>	<p>Completed</p>	<ul style="list-style-type: none"> • Committee gathered as Interfaith group. Decision made not to conflate with "intercultural" when we really intend to work with multiple worldviews 	<ul style="list-style-type: none"> • NEXT STEPS: Continue meeting and planning.
<p>2.3 Develop one or more common activities that integrate and build upon competencies developed through existing interfaith and intercultural programming.</p>	<p>Satisfactory Progress</p>	<ul style="list-style-type: none"> • Program planned for February 2018: Women of Faith 	<ul style="list-style-type: none"> • Promote, deliver, and evaluate program.
<p>2.4 Continue work on departmental assessment tool for diversity and inclusion</p>	<p>On Hold</p>	<ul style="list-style-type: none"> • Tool initially designed and piloted. 	<ul style="list-style-type: none"> • Determine if this should be replaced by another project as part of Strategic Plan for Inclusive Excellence
<p>2.4 Develop and deliver faculty and staff workshops dealing with diversity, inclusion, and race</p>	<p>On Hold</p>	<ul style="list-style-type: none"> • Student Affairs is piloting a program. 	<ul style="list-style-type: none"> • Work with academic deans and CTL to plan for faculty training and vice presidents for plans in their respective areas
<p>2.4 Develop a diversity enrollment plan as part of the overall strategic academic enrollment plan</p>	<p>On Hold</p>	<ul style="list-style-type: none"> • Strategic Academic Enrollment Plan is completed. 	<ul style="list-style-type: none"> • Develop Strategic Plan for Inclusive Excellence that includes goal(s) and objectives for increasing diversity
<p>2.4 Develop academic and co-curricular responses to the Working Group on Slavery and Reconciliation recommendations</p>	<p>Satisfactory Progress</p>	<ul style="list-style-type: none"> • Strategic Plan for Inclusive Excellence writing group has been convened. 	<ul style="list-style-type: none"> • Commission a descriptive piece on Jesuit's and Archbishop John Carroll's connections to slaveholding and its import to JCU as part of the forthcoming Ignatian Heritage Display.

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OTHER '17-'18
TACTICS: GOAL 3



TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
3.1 Inventory current practices and explore the development and implementation of policies to improve work/life balance.	Satisfactory Progress	<ul style="list-style-type: none"> • Telecommuting policy approved 	<ul style="list-style-type: none"> • Flex time policy under revision; • CWS policy under revision
3.1 Design, implement, and evaluate HR training series.	Completed	<ul style="list-style-type: none"> • Training series implemented; • evaluations collected 	
3.1 Development of Part-Time Faculty Handbook.	Needs Attention	<ul style="list-style-type: none"> • Some online materials available. 	<ul style="list-style-type: none"> • Electronic contracting (Onbase)
3.1 Continued development and implementation of employee wellness initiatives.	Completed	<ul style="list-style-type: none"> • JCU Fit Implemented; • Grant renewed for \$25K 	<ul style="list-style-type: none"> •
3.2 Identify software solution to support strategic planning.	Needs Attention	<ul style="list-style-type: none"> • Strategic Planning Online: www.spol.com 	<ul style="list-style-type: none"> •
3.2 Develop a prioritization and resource allocation protocol.	On Hold	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Better define scope
3.2 Develop and implement a campus-wide budgeting process.	Needs Attention	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Identify software to support work
3.2 Develop and implement a new program approval process	On Hold	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

<p>3.3 Continue implementation of administrative program review process.</p>	<p>Satisfactory Progress</p>	<ul style="list-style-type: none"> In process, several program reviews underway Library, Residence Life, Alumni Relations, Campus Ministry 	<ul style="list-style-type: none"> •
<p>3.5 Initiate HLC Task Force for 2019 comprehensive visit.</p>	<p>Completed</p>	<ul style="list-style-type: none"> Complete; Working groups are meeting, gathering evidence and drafting assurance report. 	
<p>3.5 Develop and implement an academic partnership agreement protocol.</p>	<p>On Hold</p>	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
<p>3.6 Enhance AJCU partnerships across academic and administrative areas.</p>	<p>Satisfactory Progress</p>	<ul style="list-style-type: none"> Conversations underway regarding IT, insurance 	<ul style="list-style-type: none"> • Scope will evolve in working with other institutions
<p>3.6 Initiate development and approval of academic program articulation agreements with local community colleges.</p>	<p>Satisfactory Progress</p>	<ul style="list-style-type: none"> In process, work with Tri-C and Lakeland CC is well underway. 	<ul style="list-style-type: none"> •
<p>3.6 Initiate the development of strategic partnerships with Cleveland-area employers for student job placement and internships.</p>	<p>Satisfactory Progress</p>	<ul style="list-style-type: none"> In process. 	<ul style="list-style-type: none"> •

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EMERGING TACTICS



TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
1.1 Implement Revisions to Core Document (Distribution courses)	Completed	<ul style="list-style-type: none"> Created and passed goals for new Distribution categories; created and elected Distribution subcommittee; requested chairs to reevaluate the classes they want to count for Distribution credit. 	<ul style="list-style-type: none"> Working with Registrar's Office to facilitate quick evaluation of transfer credit petitions for Distribution credit. Develop and implement assessment plan
1.1 Implement Revisions to Core Assessment	Completed	<ul style="list-style-type: none"> Developed and approved plan for sampling of Core classes 	<ul style="list-style-type: none"> New Core Assessment Plan needs to be written up and promulgated to faculty
2.2 Ignation Pedagogy workshops	In Process	•	•
2.2 Ignatian Heritage and Jesuit Mission displays	Completed	•	•
3.3/3.4 Data Analytics projects (EAB APS, GlyphEd)	Satisfactory Progress	•	•
2.4 Implement Diversity and Engagement Training in Student Affairs	Completed	•	•
2 Development of an Ethics "Bootcamp" in the Boler School of Business	Satisfactory Progress	•	•

2 JCU in the City pilot
year

COMPLETED

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