STRATEGIC PLAN
Spring 2019 Monitoring Update

MOST CRITICAL TACTICS

TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
1.5 Magis Learning Commons: pre-construction plans; plan staffing	On Hold	• Vision document created; • architect presentations and selection; • timeline from facilities; • library staff preparing to remove/relocate materials • revised vision statement developed and shared with President and new Provost	• Develop programming and determine scope of renovation for future design, budgeting, and fundraising • Need input from new Provost
1.2 Engage in market analysis to identify and develop programs that expand undergraduate and graduate enrollment.	On Hold	• Then-AVP Nick Santilli and then-VP Marketing Natalie Markowski engaged in a preliminary market scan of several potential programs. Reports (including Data Analytics) completed.	• Decisions from new Provost on which programs to pursue remain to be made.
3.3 Expand technology-assisted instruction	On Hold	• 2 CDM staff are Quality Matters (QM) certified. QM workshops planned for fall 2018 semester. • CIO and AVP created faculty mentor job description for online learning.	• Approve faculty mentor position, find interested faculty member, • formalize program • gain approval of new Provost and faculty
2.4 Improve the sustainability of the minority postdoctoral program and improve its ability to serve as a pipeline into tenure-track positions at JCU and at other institutions	Needs Attention	• SLT approved a plan for sustaining the minority post-doc program. • 1 post-doc line was converted to a TT position to be searched 2018-19. • Process for continuing the post-doc selection process was drafted by M. Farrar and C.	• Invite dept. applications for next post-doc, recruit, and award.

		Treml and sent to AVP.	
1.5 Increase testing space for students registered with Student Accessibility Services.	**Satisfactory Progress**	• Additional staffing, offices and testing space added Summer 2018 • AD 04 added as shared space scheduled by SAS; technology and furniture in place or on order	• Evaluate need for further expansion
1.5 Improve campus infrastructure around accessibility and changing student needs	**Satisfactory Progress**	• AD Gr floor restroom renovation for ADA compliance • Renovation completed AD 26	• Renovation near AD 43 planned summer '19; ADA upgrade and accommodation room planned for summer '19 in Campion
2.4 Allocate funding for campus-wide diversity assessment and inventory; climate survey; and/or departmental consultation or guidance. Fund the development of divisional programs dealing proactively with diversity, equity, and inclusion and race relations	**Satisfactory Progress**	• Divesity Center of Northeast Ohio (DCNEO) has been hired as a consultant to do divisional diversity training this year and to advise of assessment and inventory. Divisional trainings have been scheduled for fall semester and are underway. • Fall divisional trainings have been scheduled for fall (85% staff participation) Spring training scheduled and underway. • Senior leaders are completing 4th work of 4 workshops. • Discussions with deans and library director about faculty training format. Planning underway with faculty group. • Holding off on climate survey discussion until CDO hired. DEI is working on office and leadership structure recommendations.	• Complete divisional training scheduled for this semester. • Develop and deliver faculty training programs.

STRATEGIC PLAN
Spring 2019 Monitoring Update

MUST DO TACTICS

TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
1.3 Establish a pilot competitive program to fund for post-tenure research to attain promotion.	**Needs Attention**	• AVP recently discussed this project with the FC Executive Committee to determine whether FC wants to pursue the project.	• Discussion needed to determine if project is worth pursuing
1.4 Develop and expand the CAS Professional Development Program.	**Satisfactory Progress**	• Pilot with 11 departments completed and discussed by CAS chairs. • All departments participating in Spring 2019. Language included in next bulletin	• Faculty governance will take up question of "requirement" status at university level in 2019-2020.
1.4 / **3.3** Prepare for implementation of student tracking software	**Satisfactory Progress**	• Systems have been identified and reviewed • Recommendation will be made by end of the Spring 19 Semester	• System will be recommended this Spring 2019, funding up to $25K will need to be identified and an implementation plan developed beginning Fall 2019 with a Spring 2020 launch
3.4 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.	**Satisfactory Progress**	• Currently negotiating with multiple cloud hosting vendors to host the Banner environment.	• Final selection of vendor and contract negotiation.

STRATEGIC PLAN
Spring 2019 Monitoring Update

NICE TO DO TACTICS

TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
1.5 Create a diversity fellowship program to support the Center for Student Diversity and Inclusion.	**Completed**	• Hired Dr. Aaryn Green as Post Master's Fellow in CSDI for up to a 3-year term	
2.3 Develop communication campaign around two leadership practices for interfaith excellence; hire an interfaith student intern to lead communication efforts; develop collaborative interfaith workshop	**Needs Attention**	• Interfaith programming is underway through the work of Interfaith Advisory Group run by Gail Roussey. • Communication piece is being designed for next year • Some collaboration has taken place. • An intern was not hired	• Complete communication plan and program implement.

STRATEGIC PLAN
Spring 2019 Monitoring Update

OTHER '18-'19 TACTICS: GOAL 1

TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
1.1 Staff enough Core classes to ensure on-time degree completion.	**Satisfactory Progress**	Sufficient distribution courses were added for each of the three areas (HUM, SCI, SOC); in all, there are sufficient courses	Primary task is to continue adding linked-courses, which is the tightest area of the Core
1.1 Revise administrative structure of the Core to eliminate subcommittees	**Completed**	Subcommittees have been eliminated; OnBase has been modified to improve use for Full Committee decisions	
1.1 Revise administrative structure of the Core to formally move Core Director to report to Provost	**On Hold**	decision to formally move Core Director to report to Provost is tabled pending a re-evaluation once Provost arrives	
1.1 Offer course enrichment grants to allow class activities that promote the integration of knowledge	**Satisfactory Progress**	Grants exist; several have been offered this year; have documentation in form of photographs; faculty are more aware	
1.1 Implement assessment of both Distribution and Major Requirement Core elements	**Satisfactory Progress**	Courses approved for Core requirements by the Core Committee have been entered into Banner and the degree audit has been updated to reflect the appropriate Core requirements; preliminary assessment data has been gathered for AW, QA, linked courses, EGC, and ISJ. OP assessment begins this semester	Distribution classes need to be added to assessment; they are scheduled for addition in 2019-2020
1.2 Explain and promote to the campus community "distinctive program" criteria, processes, and plans to identify small investments with out-sized impacts	**Satisfactory Progress**	The "distinctive program" template is included in the Strategic plan. Faculty and departments have been using this template to design new programs. For example, three are underway in Boler, including Wealth Management, master of science in Innovation and Entrepreneurship, and Taxation. Also, working groups have been formed to design programming for the new School of Accountancy and Information Sciences, and the School of Leadership and Social Innovation, both aimed at CAS-Boler collaboration.	The criteria may benefit from wider dissemination to the campus community.

Goal	Status	Progress	Next Steps
1.2 Improve admission numbers, retention, and persistence of under-represented groups in STEM through scholarships and programming.	**Satisfactory Progress**	Recruited two cohorts to COF (out of 22 students, 1 African-American, 2 first gen); recruited one cohort for SSTEM (out of 8 students, 2 are first gen; race/ethnicity--5 White, 1 African-American, 1 Middle Eastern, 1 Asian); in first COF cohort, all 15 students remained in STEM, 1 transferred due to health reasons, average STEM GPA for fall semesters was **3.6**, average STEM GPA for spring semester was 3.8, overall cumulative GPA for first year was 3.79; Have now recruited third COF cohort (8 scholars--2 African-American, 1 American Indian, 1 first gen) and second SSTEM cohort (8 scholars--1 African-American, 1 Hispanic).	full implementation of program; increased outreach to URM high schools (STEM Open House this fall--targeting specific high schools); one concern is that eligible applicants and those who apply are demographically different--URM and first gen students tend not to apply
1.2 Develop process and procedures to accommodate space needs of growing programs	**Satisfactory Progress**	Space priority discussions held with Boler and CAS Deans. CAS academic department space inventory updates in progress. Administration Building and Rodman relocation plan approved, Space inventories updated for Boler and STEM. Space Policy approved and Guidelines in progress	Space inventories being completed; space opportunities being identified with Chairs and Assoc. Deans.
1.3 Develop and commit to a long-term faculty hiring plan which responds to retirements and departures and also clarifies expectations for faculty workload and percentage of and role for part-time faculty and other instructional staff	**Satisfactory Progress**	Initial meeting held (04-01-19) with Deans, President, VP Finance, AVP, and Director of Budget/Financial Analysis; information to be gathered for follow-up meeting at end of April.	Second meeting, scheduled for end of April and including Library Director, will focus on faculty hiring during 2019-20 (for 08-20 start date); planning can then take into account the longer term.
1.3 Provide an academic vision for faculty development writ large by developing and implementing an accountable structure within the academic administration with the appropriate responsibility and authority to deliver this vision.	**On Hold**	Research awards continue to be made by the Committee on Research and Service, and awards for course development that fall under the aegis of the Center for Teaching & Learning continue to be made through the Provost/AVP's Office.	A more comprehensive vision for faculty development remains on hold until the future (including the leadership) of the Center for Teaching & Learning is determined.
1.3 Provide faculty development in cultural competency and inclusive pedagogy (including Universal Design for Learning)	**Satisfactory Progress**	Implicit Bias training sessions for all division have begun	
1.3 Stipend the participation of part-time faculty in part-time faculty development to improve student thriving.	**Completed**	Workshops conducted in early Fall. FITW faculty received compensation for participating	
1.4 Complete report of existing experiential learning opportunities across the university	**Satisfactory Progress**	Data from majors and co-curricular areas has been collected. Report given to UCSLE on October 17, 2018	Report included a number of recommendations that are being pursued.

1.4 Determine which students are participating in experiential opportunities.	**Needs Attention**	Working group developed matrix of desires for a system. Four vendors were selected and demos conducted. Two vendors were selected for a deeper analysis. Analyisis of finalists conducted and recommendation has been made for system selection.	Final system selection is made and implemenation plan is developed
1.4 Develop initiatives to improve inclusivity and access.	**Needs Attention**	Transitioned Belda Fund to support students in low and non-paying internships. ($20,000)	Bring together groups involved to start the conversation.
1.4 Create an experiential learning "map" for each major using the template.	**Completed**	Committee created model map and department samples. Definitional work Piloted Ignatian Reflection Model in Fall 2017 Faculty Development Day- January 2018 Survey Inventory & Interviews with 32 Academic Departments and Library Survey of Co-Curricular Experiential Learning, Employment, Leadership Roles	Experiential Learning Working Group will work with the Registrar's office regarding current and possible coding options for various types of experiential learning. Continue to work with departments on integrating findings from research into the overall template for various majors. Explore existing tracking systems currently in place that interface with Banner to pull into an experiential pathway map.
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.	**Satisfactory Progress**	Experiential Workshop November 6, 2018. Dr. Patrick Green from the Center for Experiential Learning at Loyola University Chicago	Additional planning needed
1.4 Develop advising workshops to inform and support academic advisors, relevant staff, and faculty advisors on helping students map their experiential learning pathways.	**On Hold**		Once the experiential learning maps have been completed by the Subgroup and approved by UCSLE, the Advising Office will ensure that they are distributed on Canvas/JCU advising website, and promulgated through a regular cycle of training workshops. The Subgroup is proceeding in its analysis of the data collected last year and should be able to move us to a mapping exercise in the near future. Advising can imagine taking this on as a top priority for spring 2019 workshops.
1.4 Market experiential learning at JCU to prospective students, transfer students, and their parents.	**Needs Attention**	From Enrollment: we have incorporated this messaging into campus events and application generation marketing.	From Enrollment: work to be done to incorporate into inquiry generation campaign and infuse messaging throughout communication flow of enrollment funnel.
1.4 Collaborate with Global Education to consider opportunities for global experiential learning (based on outcomes from their recent program review)	**Needs Attention**	From Global Ed: We have created a new semester exchange partnership with both Edge Hill University and Queen's University Belfast. We have also added two new short-term faculty-led programs. One to the United Kingdon and another to	From Global Ed: We are still in need of more Spanish speaking partnerships. We also need to continue working towards becoming a more sustainable operation by converting some of our

		Ireland. From Global Ed: We have made progress, but also expect this to be an ongoing project of growth and adaptation to current needs. We have been continuing to explore new Spanish speaking partnerships as well as additional partnerships in China. New faculty-led programs continue to be added to our portfolio including prospective programs to Cuba and China in Spring 2020.	popular direct partnerships to an exchange model.
1.4 Evaluate and propose further development, funding and administrative/faculty support for experiential education	**On Hold**		
1.5 Develop final plan for relocation and de-accession of library materials in advance of learning commons construction	**Satisfactory Progress**	(This really is a part of the Learning Commons goal. One doesn't happen via the other.) This is in progress. Titles need to be communicated to departments/faculty.	Comunicate to faculty. Secure funding for any electronic backfile replacements. Remove discarded titles. Relocate small amount to retain (primary sources/vital to curriculum.)
1.5 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).	**Satisfactory Progress**	Multiple initiatives were executed including: Office of Student Engagement invited out of state first year students (outside of our key markets) to a dessert reception, CSDI expanded peer mentors in the M.E.L.T. program, food trucks were invited as part of orientation along with representatives from a variety of offices on campus that provide services to students, revamped Peer Health Advocate program to include 15 paid positions (previously volunteer only). Student athletes elected to receive training as well to provide support to teams. Additionally, with revision in the Core last year, we added more FY appropriate classes to the schedule (introductory-level classes in the Humanities, Social Sciences, and Natural Sciences). Students going through FY Orientation this summer were given a list of FY appropriate classes to choose from, splitting of CAS students into two groups for class-registration at orientation, which provided quieter and more attentive advising discussions,pre-registering students into their Advising Cohorts according to their interests, pre-assigning students intending a science major to all the science classes that the departments recommended, and expansion of the AR101 program by adding one class on Banner registration/Degree Evaluation and one on Financial Aid.	Continue to add initiatives and communicate them on a larger scale. We also need to re-visit proposals that have been submitted to require mid-term grades for all students, ways we can enhance the first-year academic experience, and include recommended changes to staffing and organization of pre-major advising. Athletic coaches were asked to secure faculty advisers for their teams, this is also pending. Student Outreach Ambassadaor proposal is before senior leadership (designed to help with commuter students)

1.5 Expand student life, student support, and academic support services to transfer students, graduate students, commuter students, and other underrepresented student populations.	**Needs Attention**		
1.5 Determine which students are accessing student support services and student activities and develop indicatives to improve inclusivity and access.	**Satisfactory Progress**	We have collected historical data that indicates if a student was/is an athlete or had a campus job. Our SIS tracked this information. Other data (student org membership, extracurricular student activities, etc.) are tracked separately	We must continue to take the data we have of students that were not retained and separately compare organization rosters, and residence hall activity, etc. since we have no method to track how many times a student went to the library, etc.

STRATEGIC PLAN
Spring 2019 Monitoring Update

TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
2.1 Faculty Learning Group for Catholic Intellectual Tradition	**Satisfactory Progress**	Planning in process; align with Catholic Relief Services Global Campus Designation	Invite faculty and deliver program
2.1 Identify a Main Speaker for Leadership for Justice or Social Change	**Completed**		
2.2 Mentoring Workshop for Newer Faculty, including Post Docs	**Satisfactory Progress**	Curriculum designed. Workshops scheduled. Faculty invited and reminded. First three workshops held.	Hold final meeting and evaluate; invite current new faculty to participate next year
2.2 Ongoing workshops on Ignatian Pedagogy, Principles, and Priorities	**On Hold**	Planning has begun. Peck to attend national planning session at Georgetown in January.	Plan and hold workshops and evaluate; **Tactic moved to next year**
2.2 Develop Business course that satisfies ISJ requirement	**Completed**	Faculty are discussing and designing. One BCOB ISJ course has been offered as of summer 2018.	Complete planning process and submit for approval. Schedule course is approved.
2.2 Faculty Learning Community on Best Practices for Community-based Research	**Satisfactory Progress**	Planning has begun.	Invite faculty to participate in Learning Community. Hold sessions.
2.3 Collaborative Interfaith workshop	**On Hold**	Decision to move this to 2019-2020. Preliminary planning underway.	Apply to IFYC for grant. Invite local partner schools. Plan collaboratively.
2.4 Develop and budget for a diversity enrollment plan, including outreach to key high schools and community colleges	**Needs Attention**	New VP for Enrollment is conducting an operational audit of unit to determine budget, current strategy and determine next steps - will also work with SLT to determine priorities.	Determine priorities, establish budget and incorporate fully into recruitment plan.

STRATEGIC PLAN
Spring 2019 Monitoring Update

OTHER '18-'19 TACTICS: GOAL 3

TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
3.1 Design, implement, and evaluate the HR Training Series: increase diversity of offerings; assess participant satisfaction, and; align programming with institutional initiatives including: Professional development; diversity, equity, and inclusion; performance evaluation; Title IX, IT Data Security, and related topic areas of strategic importance.	**Satisfactory Progress**	Programming developed, conducted or scheduled for the remainder of the year; mocked up a canvas platform as a potential Learning Management tool; established learning needs as a result of goals and development opportunities identified in Performance Reviews.	Assessment of participant satisfaction; identification of alignment to strategic needs; leveraging and learning about how Canvas platform can be used by staff to complete Just-in-time training and capture attendance;
3.1 Continued development, implementation, and evaluation of employee wellness initiatives	**Satisfactory Progress**	Offered more programming (20 in 2018 and 13 in 2017); 11% increase in participation in programming; More Personal Health Assessments completed; Low Risk score from PHA increased by 3%; High Risk score from PHA decreased by 1%; 8% increase in self-reported general health as excellent	Continued efforts to encourage new enrollments in wellness portal and activities.
3.2 Mature the campus-wide budgeting process including a software solution for support.	**Satisfactory Progress**	Assessed Banner 9 functionality and enhancements, developed training materials, delivered three training sessions plus many 1-on-1 trainings. Several software packages have been reviewed. Initial look at Argos capability completed.	Evaluate costs and benefits of potential software vs. improved utilization of Banner and potential Argos/other reporting. Make final decisions on software and process.
3.2 Review and revise existing academic program approval protocol	**Needs Attention**	TBD	TBD
3.2 Implement the USPG program approval process	**Abandoned**		

3.3 Complete upgrade from Banner 8 to Banner 9	**Completed**	All critical processes upgraded. Go live of employee profile (October); Schedule soft shutdown of Banner INB	Training, training, training!
3.3 Data Governance	**Satisfactory Progress**	Plan created, group convened, process analysis of student data lifecycle in process	completion of student data lifecycle, analysis of employee data and financial data, other items from charge
3.3 Right sizing and updating classrooms - Technology, furniture and interiors	**Needs Attention**	Pilot of reduced equipment classrooms underway. Four classrooms (AD48,49,248 & 249 updated this summer with new furniture, paint and LED lighting. Focus group formed to identify classroom standard(s).	ITS will develop a plan to implement standards over next five years, including financial sustainability
3.3 Development and implementation of an electronic faculty contracting and on-boarding process.	**Satisfactory Progress**	HR and IT have created OnBase platform to guide the onboarding process and paperwork completion. Staff electronic onboarding set to go live in January, which will be a precursor to implementing similar measures for faculty. FLAC meetings have initiated online contracting process for part-time faculty	Conclusion of FLAC part-time process and expansion to full-time faculty.
3.3 Investigate and propose an ePortfolio platform applicable to the entire academic community	**Satisfactory Progress**	Group formed, met, potential product identified and under consideration	Proposal in place; selected product recently purchased by Instructure (owner of Canvas), final purchase on hold pending Canvas renewal negotiation and subseqent funding
3.4 Execute phase 2 of 3 in implementation of next generation wireless	**Satisfactory Progress**	Next gen wireless procured as part of admin network refresh. 95% deployed	Completion of installation expected by November 2018. Changes to wireless authentication being planned.
3.4 Implement Single Sign On service and Self Service Password Change System	**Satisfactory Progress**	Self service password v2 is deployed; SSO system in place with 11 resource systems complete, 4 in progresss, and 7 in planning stages.	Enhancements to self service password reset are planned. Additional resource systems being continuously added to SSO. SSO v3 about to be deployed
3.4 Design and implement effective cloud based user storage system	**Satisfactory Progress**	Google file stream deployed, planning underway with new Director of ITS Customer Service Operations	Completed plan, communication to campus and implementation
3.4 Redesign the campus network environment to provide a sustainable, extensible environment that is secure, but flexible enough to support the burgoning Bring Your	**Satisfactory Progress**	Campus network core has been convereted to Extreme Networks platform which provides the necessary environment for this growth.	The full network will be converted over the next 6 years as existing equipment reaches end of life.

Own Device (BYOD)
movement on campus.

3.5 Complete the HLC Assurance Report and prepare campus for the February 2019 site visit.	**Completed**	Report completed on time, successful visit, responded to errors of fact	Announce results to campus once IAC makes decision
3.5 Complete the full implementation of the UCCG committees.	**Satisfactory Progress**	All of the committees are staffed and meeting.	Unsure of status of UCCG committee itself.-TBD
3.5 Complete the review of the Faculty Handbook.	**Satisfactory Progress**	The Handbook Committee prepared amendments changing some of the terminology and thus making the document compliant with Federal law. Those amendments were approved by the faculty in spring 2018. Subsequently, changes in voting and in amending the Handbook were developed and then approved by the faculty in spring 2019.	
3.5 Complete the review of the Faculty Council Constitution.	**Needs Attention**	In process. The review was initiated under the leadership of Dr. Nick Santilli in 2018-19. Dr. Jim Krukones revived the project in fall 2018. In spring 2019, the Faculty Council suggested taking over the project from the Provost's Office, with approval from the AVP.	Faculty Council is overseeing work on the project.
3.5 Complete the academic partnership agreement protocol.	**Needs Attention/ Abandoned**	Some effort was made to standardize agreements (e.g. 3+3 with CWRU). However, faculty were concerned that these agreements were being made without sufficient consultation with them.	This project needs to be revisited or abandoned.
3.6 Complete academic program articulation agreements with community college partners.	**Satisfactory Progress**	Tri-C: General Articulation Agreement Signed 3/23/2018; Lakeland CCC General Articulation Agreement Signed (10/15/2017); Lorain CCC General Articulation Agreement Signed 8/8/2018.	Upcoming agreements for 2018-2019: Bard College; Cincinnati State Community College, Columbus State Community College and Rhodes State Community College.
3.6 Complete the second phase of the Target Cities Initiative.	**Completed**	The Integrated Outreach Program that started in Fall 2017 was successful in helping to increase new first-year student enrollments in key markets: Chicago saw an increase from 18 to 31, New York/New Jersey/Connecticut went from 80 to 104 and Pennsylvania	

		increased from 86 to 106 new first-year students in 2018; Completed in 2018-2019: Buffalo, Rochester, NYC, Chicago, Columbus, Toledo, Pittsburgh, and visits to 13 NEOhio key account high schools.
3.6 Meet monthly with University Heights city government around topics of mutual interest.	**Completed**	Met with Mayor Brennan seven times between March and September 2018; More open and more frequent communication with the Mayor and his staff; Increased engagement between UH and JCU; Met with Mayor Brennan three more times in 2018 (Oct., Nove., Dec.); Continued work with UH Rebranding Committee; Hosted Civic Awards Dinner and UH Holiday Concert