

UPG Strategic Goals and Objectives for the Next Three to Five Years

May 16, 2012

In the fall of 2010, Fr. Niehoff charged the University Planning Group with identifying a series of actions that John Carroll would undertake in the next three to five years to better realize the University's existing Strategic Initiatives. (These initiatives follow from the University's statements on Mission, Vision, and Core Values.) He asked that these actions be meaningful, incremental, comprehensive, measurable, realistic and consistent with the strategic direction of the University.

Since then, the UPG has engaged in monthly discussions exploring the fundamental issues of academic excellence, fiscal responsibility, mission and identity, the student experience, and institutional presence. We drafted a series of proposed actions, critiqued and refined our ideas, and organized them as goals and objectives under the University's existing Strategic Initiatives.

The John Carroll community was introduced to the goals and objectives at a campus-wide meeting on Friday, January 20, 2012. The meeting provided an opportunity for cross-divisional small group discussion. Over the next month, members of the UPG conducted further cross-campus conversations to solicit additional input through divisional meetings in Enrollment, Finance, Advancement, Student Affairs, the President's office, and Academic Affairs (three meetings: for staff and administrators, Boler faculty, CAS faculty). Meetings were also held with the Student Union and the Jesuit Community. Individual comments were also received electronically.

The UPG considered all of these responses and revised the goals and objectives document. This revised draft was shared with the President, the Vice Presidents and, in March, with the Academic Affairs and Planning Committee of the Board of Directors.

On April 19, 2012, the UPG approved the final version of this document and commended it to the John Carroll community for its consideration. This document was presented to the Board of Directors on May 16, 2012. The UPG will recommend specific implementation steps in the Fall of 2012.

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UPG Strategic Goals and Objectives for the Next Three to Five Years

Approved by the University Planning Group April 19, 2012

Presented to the Board of Directors May 16, 2012

The UPG Strategic Goals and Objectives for the next Three to Five Years are presented under the existing Strategic Initiatives in their current order. These Strategic Initiatives were approved by the Board of Directors in May 2007.

Mission:

As a Jesuit Catholic university, John Carroll inspires individuals to excel in learning, leadership, and service in the region and in the world.

Strategic Initiatives:

The following initiatives are essential to the University being recognized as a center of learning, leadership and service:

1. Create a more diverse community of faculty, staff, alumni and friends dedicated to advancing the University's vision, mission, and core values.

Goal 1. Integrate Mission and Identity into all we do at John Carroll

Goal 2. Strengthen the JCU community's awareness of the Jesuit Catholic Mission and Identity of the University

Goal 3. Sustain and enhance the diversity and inclusion of the JCU community by implementing the recommendations of the Diversity Task Force

Goal 4. Develop and implement sustainable practices consistent with the University's Mission and Identity

2. Create a learning community of outstanding teacher-scholars characterized by the commitment to student achievement.

Goal 1. Adopt an integrated planning approach to achieve academic excellence

Goal 2. Continue to recruit, hire, develop, retain, and reward an excellent faculty

Goal 3. Invest in the professional development of faculty

Goal 4. Strengthen the faculty-based academic advising program

3. Create a talented cohort of service-oriented staff committed to achieving and being recognized as a center of learning and service.

Goal 1. Continue to recruit, hire, develop, retain, and reward excellent staff and administrators

Goal 2. Invest in the professional development of staff and administrators

4. Recruit, enroll, retain, and graduate a talented, diverse student body prepared for today's global reality and committed to learning, leadership and service that will engage the world.

Goal 1. Create an integrative learning experience for all students by means of high-impact education practices

Goal 2. Provide more coordinated programs for academic support / student success

Goal 3. Use Mission and Identity as a positive, distinguishing characteristic in recruiting students and provide ongoing support

Goal 4. Provide the space and facilities that best support excellence in student learning and development

5. Secure resources necessary to foster an extraordinary learning experience and promote John Carroll's mission as a Jesuit Catholic university.

Goal 1. Examine the adequacy of existing resources and their current allocation

Goal 2. Generate new resources

Goal 3. Develop and implement a plan to prioritize and allocate new and existing resources, especially concerning space, ITS, and the Library

6. Assist in responding to demographic, economic, and social challenges in our region in order to support investment and employment opportunities and to build confidence in our shared future.

Goal 1. Use the University's strengths and expertise to create mutually supportive relationships in the region

Goal 2. Continue to improve relations with our neighbors

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Strategic Initiatives:

The following initiatives are essential to the University being recognized as a center of learning, *leadership* and service:

- 1. Create a more diverse community of faculty, staff, alumni and friends dedicated to advancing the University's vision, mission, and core values.**

Goal 1. Integrate Mission and Identity into all we do at John Carroll

- a. Develop a process to coordinate Mission and Identity activities across campus
- b. Inventory current Mission and Identity activities
- c. Ensure that academic excellence is seen as integral to Mission and Identity and that the Catholic and Jesuit traditions maintain a robust presence in the curriculum
- d. Emphasize the inclusive character of our Jesuit Catholic Mission and Identity and its openness to religious diversity

Goal 2. Strengthen the JCU community's awareness of the Jesuit Catholic Mission and Identity of the University

- a. Faculty, Staff, and Administrators
 1. Welcome FSAs from a variety of backgrounds to John Carroll
 2. Provide robust professional development opportunities for new and continuing members of the John Carroll community concerning our Mission and Identity
 3. Develop orientations to Mission and Identity for staff and administrators
 4. Continue to strengthen the new faculty orientation to Mission and Identity beyond the first year

5. Reach out to a wider range of FSAs for participation in on-campus and off-campus mission-related activities and make it possible for them to participate
- b. Alumni and Friends
 1. Provide ongoing education to alumni and friends concerning the University's Mission and Identity
- c. Educators and Leaders in Mission and Identity Efforts
 1. Use initiative and creativity in attracting Jesuits to John Carroll
 2. Sustain a vibrant Jesuit community engaged in the daily life of the University
 3. Develop a larger and stronger cohort of Jesuit "collaborators" through support of the Ignatian Colleagues Program, Heartland Delta activities, etc., and through the development of on-campus programs

Goal 3. Sustain and enhance the diversity and inclusion of the JCU community by implementing the recommendations of the Diversity Task Force

- a. Make central our commitment to diversity, inclusion and cultural competence
- b. Provide more institutionalized and centralized support for members of the JCU community who experience exclusion or discrimination
- c. Ensure that depth as well as breadth of study with regard to diversity, inclusion and cultural competence is part of every student's experience at JCU
- d. Create classroom climates that are inclusive and culturally competent
- e. Foster a climate of inclusion for students
- f. Foster a climate of inclusion for FSAs
- g. Further diversify the faculty, staff and administration
- h. Further diversify the student body

Goal 4. Develop and implement sustainable practices consistent with the University's Mission and Identity

2. Create a learning community of outstanding teacher-scholars characterized by the commitment to student achievement.

Goal 1. Adopt an integrated planning approach to achieve academic excellence

- a. Secure faculty approval of the Institutional Academic Learning Outcomes articulated in the January 20, 2010, Phase 1 report of the Academic Planning Task Force, "Academic Excellence: A Framework for Renewal and Innovation"

- b. Complete the work of the APTF through the working groups in Curriculum, Advising, New Programs, Teaching Excellence, and Faculty Workload
- c. Design and implement a program prioritization and resource allocation process; identify programs for enhancement, support, and/or discontinuation

Goal 2. Continue to recruit, hire, develop, retain, and reward an excellent faculty

- a. Recruit and hire a diverse faculty consistent with the developing academic plan
- b. Consider ways to improve annual review and teaching evaluations, and tenure and promotion processes
- c. Develop short and long-term plans for assuring competitive compensation
- d. Develop more family-friendly policies

Goal 3. Invest in the professional development of faculty

- a. Expand funding for teaching innovation (including the use of technology), faculty research, student-faculty research, and professional travel
- b. Support the development of faculty as innovative teachers and productive scholars through regular programming
- c. Provide appropriate resources, space, and services in support of faculty work as teacher-scholars through the Library, ITS, and other means

Goal 4. Strengthen the faculty-based academic advising program

- a. Provide more professional development for faculty advisors in schedule planning, advising, and mentoring
- b. Strengthen technological support for advising
- c. Develop mechanisms to enable students to be more intentional in planning their curriculum
- d. Assess the effectiveness of individual advisors; clarify the expectations for advising in the tenure and promotion process

3. Create a talented cohort of service-oriented staff committed to achieving and being recognized as a center of learning and service.

Goal 1. Continue to recruit, hire, develop, retain, and reward excellent staff and administrators

- a. Develop short-term and long-term plans for assuring competitive compensation
- b. Develop more family-friendly policies

- c. Recognize staff & administrators for continuing service and exemplary accomplishments

Goal 2. Invest in the professional development of staff and administrators

- a. Provide new staff and administrators with appropriate orientation and ongoing FSA with professional development consistent with our Mission and with best practices in every area of work
- b. Invest in the leadership development of staff and administrators
- c. Facilitate participation of staff and administrators in Mission-related activities, including community service projects
- d. Foster greater collaboration among faculty, staff, and administrators and between the various divisions of the University

4. Recruit, enroll, retain, and graduate a talented, diverse student body prepared for today's global reality and committed to learning, leadership and service that will engage the world.

Goal 1. Create an integrative learning experience for all students by means of high-impact education practices

- a. Provide increased opportunities for experiential learning that integrates academics and student activities in areas such as leadership, service, diversity and inclusion, and the arts.
- b. Enhance the student experience through increased engaging activities focusing on wellness, and on social, cultural, and spiritual enrichment
- c. Investigate living-learning communities that integrate academic and residential life to improve student learning and development
- d. Expand international and domestic off-campus experiences available to all students
- e. Develop a more robust program of student research

Goal 2. Provide more coordinated programs for academic support / student success

- a. Establish a new center that integrates a variety of academic support services
- b. Coordinate new efforts with existing student services from across the campus
- c. Enhance career advising for the professions, graduate study, and work
- d. Enhance financial support for student success

Goal 3. Use Mission and Identity as a positive, distinguishing characteristic in recruiting students and provide ongoing support

- a. Ensure that education in the Jesuit Catholic Mission and Identity of John Carroll University is part of every student's experience through Orientation, FYS, etc.
- b. Enhance advising of students concerning the inclusive character of our Jesuit Catholic Mission and Identity
- c. Provide a variety of opportunities for Catholic students and for students of differing backgrounds and beliefs to live out their faith

Goal 4. Provide the space and facilities that best support excellence in student learning and development

- a. Leverage existing strengths in facilities; improve or replace inadequate spaces
- b. Develop new spaces for quality residential experiences, enhanced social interaction, reflection, athletics and other student activities
- c. Renovate existing space and develop new spaces with attention to sustainability and current best practices

5. Secure resources necessary to foster an extraordinary learning experience and promote John Carroll's mission as a Jesuit Catholic university.

Goal 1. Examine the adequacy of existing resources and their current allocation

- a. Analyze budgets in light of current and expected student enrollment
- b. Develop intentional budgeting processes to support strategic initiatives and UPG goals and objectives
- c. Determine optimal full-time/part-time faculty mix to support academic excellence
- d. Complete program prioritization process in academic and non-academic areas
- e. Support responsible investment of the University's resources
- f. Develop sustainable practices in resource allocation
- g. Balance student financial need and net tuition revenue

Goal 2. Generate new resources

- a. Invest in program development to jump-start new initiatives
- b. Investigate new or revamped programs (summer school, graduate programs, distance education, continuing education) to develop new revenue
- c. Develop new programs with area partners (e.g., the Diocese, local schools and businesses)
- d. Collaborate with area businesses in providing education to their employees
- e. Collaborate with area colleges to develop new programs or opportunities for our students
- f. Streamline processes for creating new programs

- g. Expand recruiting for international students, veterans, and adult learners
- h. Align alumni and donor philanthropic support with institutional goals and objectives

Goal 3. Develop and implement a plan to prioritize and allocate new and existing resources, especially concerning space, ITS, and the Library

6. Assist in responding to demographic, economic, and social challenges in our region in order to support investment and employment opportunities and build confidence in our shared future.

Goal 1. Use the University's strengths and expertise to create mutually supportive relationships in the region

- a. Develop new academic programs that address regional needs (in Health, Education, Aging, etc.)
- b. Use other University intellectual resources to meet regional needs (studies in service to various communities, etc.)
- c. Support the development of micro-economies in the region
- d. Develop research, internship, service and job opportunities for students in the region, building on alumni relations and other key partnerships with regional businesses and non-profit organizations

Goal 2. Continue to improve relations with our neighbors

- a. Enhance relationships with metropolitan Cleveland, especially University Heights and Shaker Heights, through student involvement and other means
- b. Sustain and increase our involvement with community service providers in Cleveland and other locales, and with schools, especially in the Cleveland Metropolitan School District (beyond the requirements of the Woodrow Wilson Ohio Teaching Fellowship program), Cleveland Heights-University Heights, and Shaker Heights
- c. Actively explore partnerships with other higher education institutions, including community colleges, in terms of both academic programs and institutional services
- d. Educate students about the advantages and opportunities for living and working in NE Ohio