

John Carroll University's Strategic Vision 2015-2020

Goal 1: Academic Excellence

In the next three to five years, John Carroll University will achieve regional and national recognition as a leader in liberal arts education through its **innovative integrative curriculum** and by integrating global citizenship, service learning, ethics, and inclusive excellence across the entire student learning experience. John Carroll will advance existing signature programs and develop new academic programs that will gain recognition and attract enrollment.

Objective 1: Ensure the vitality of the new integrative curriculum as the centerpiece of the student educational experience.

Actions

1. Enhance support for faculty to develop new courses for the integrative curriculum.
2. Provide incentives, support, and recognition for courses that use high impact pedagogies.
3. Develop strategies that empower students to be more intentional in their curricular planning.
4. Use student learning data to refine and improve courses.
5. Promote the new integrative curriculum as a model of excellence in teaching and learning.
6. Increase utilization of technology to improve teaching and learning.

Objective 2: Enhance our reputation and attract greater enrollment through signature curricular programs.

Actions

1. Research student trend data in order to identify the demand for existing and potential programs.
2. Utilize the process of Academic Program Review to identify potential signature programs.
3. Develop and strengthen revenue-enhancing programs especially in the areas of health, business, and graduate studies.
4. Implement marketing plans that will improve our stature and grow our enrollment.

Objective 3: Intensify our commitment to global learning and citizenship.

Actions

1. Develop a strategic identity for global engagement.
2. Expand opportunities for students to participate in global experiences.
3. Develop and expand international faculty exchange or visiting opportunities.
4. Enhance JCU involvement in international Jesuit programs.

Objective 4: Ensure that all students have at least one academic experiential opportunity.

Actions

1. Inventory and expand the academic experiential opportunities available to our students.
2. Secure funds and opportunities for student research and internships.
3. Enhance the internship placement process.

Objective 5: Integrate inclusive excellence across the curriculum.

Actions

1. Integrate diverse perspectives and learning environments within the curriculum and co-curriculum.
2. Diversify faculty through fellowship programs and hiring.
3. Assess course offerings to determine the breadth and depth of instruction on inclusivity.
4. Increase teaching and student research opportunities to serve under-represented and impoverished populations regionally and globally.

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Goal 2: Thriving Students

John Carroll University will deepen its Jesuit commitment to caring for the individual student (*cura personalis*) by enhancing the academic, social/emotional and spiritual support students need to realize their potential and achieve their personal and professional goals.

Objective 1: Provide focused attention on student success by enhancing academic advising, and integrating curricular and co-curricular resources to meet the diverse needs of undergraduate and graduate students, to enable them to discern their vocations and thrive both on campus and after graduation.

Actions

1. Further develop and evaluate the content and processes related to the cohort advising model as a collaborative opportunity that engages the resources of academic affairs, student affairs, and enrollment.
2. Engage key stakeholders in creating a more comprehensive vision of the student learning commons
3. Identify and implement an electronic portfolio or similar tracking system for students to reflect on and integrate their out-of-class experiences with their academic and career goals.

Objective 2: Develop and enhance students' capacity to become ethical leaders, with particular emphasis on inclusive excellence, civic engagement, and social and environmental responsibility.

Actions

1. Conduct an audit of all current leadership opportunities related to training, education, and development identifying gaps in program delivery and student engagement.
2. Develop assessment tools for these opportunities that are mapped to the University Learning Goals and consistently applied in curricular and co-curricular programs.
3. Create a four-year developmental model that engages students in significant experiential activities focused on leadership, inclusive excellence, civic engagement and social/environmental responsibility.

Objective 3: Engage all students in the exploration of and preparation for potential career paths and further education.

Actions

1. Create and enact a new vision for career exploration and development that coordinates and supports programs focused on student professional and post graduate development.
2. Engage all departments in the shared responsibility to prepare students for careers and life after John Carroll by coordinating the resources of internal and external constituents.
3. Offer students opportunities to identify and participate in internship and research experiences, build their professional networks and be well-prepared to find jobs or succeed in graduate school upon graduation.
4. Create opportunities for faculty, staff, alumni and employers to engage in mutually beneficial partnerships that meet the needs of an evolving and global workforce.

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Goal 3: Faith That Does Justice

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, inter-religious dialogue, and a commitment to solidarity with the poor and the marginalized.

Objective 1: Enable students to explore, deepen, and share their faith or worldview in dialog with people of all faiths and no faith.

Actions

1. Make opportunities available for faculty, staff, and students to learn about and experience Ignatian spirituality as a lens into their own faith or world view.
2. Foster inter-religious dialogue and other initiatives that promote an understanding of the religious dimensions of human experience.

Objective 2: Highlight and promulgate the university's commitment to peace, justice, and human rights.

Actions

1. Develop curricular offerings and cross-divisional programs that analyze the causes of poverty and injustice in the world.
2. Implement a *Justice and Service Audit* which will highlight the university's commitments and contributions to social issues such as those pertaining to: education, homelessness and low income housing, public health and wellness, financial literacy, advocacy, youth detention, and civic and inter-religious dialogue.
3. Continue our commitment to recruit, enroll, and retain qualified students with high economic need.

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Goal 4: Innovative Partnerships

John Carroll will pursue partnerships and collaborations to enhance academic excellence, the student experience and the University's reputation through its existing network of alumni and friends and by developing new relationships.

Objective 1: Draw upon the expertise and connections of our Board of Directors, our alumni, our region, and our Jesuit and Catholic networks.

Actions

1. Increase partnerships and collaborations for
 - a. Philanthropy
 - b. Social enterprise
 - c. Faculty and student research
 - d. Student internships
 - e. Undergraduate curriculum
 - f. Graduate and professional programs for dual admission and early admit opportunities

Objective 2: Enhance the university's reputation for collaboration in Northeast Ohio.

Actions

1. Centralize the tracking of our partnerships.
2. Assess the current perception of JCU in the corporate and civic community
3. Promote and celebrate our strategic partnerships

Objective 3: Integrate the rich educational, health, cultural, and arts opportunities in Cleveland into the curricular and co-curricular experience.

Actions

1. Identify internal and external funding sources to support faculty and student engagement in community-based learning.
2. Create a system for coordinating request, funding, and administrative logistics that bridges academic affairs and student affairs.

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Goal 5: Engaged Campus Community

John Carroll will nurture a dynamic and collaborative institutional culture and achieve operational excellence.

Objective 1: Instill a culture of continuous improvement.

Actions

1. Develop strategies for sharing of data and analyses as part of the University's commitment to transparency.
2. Perform an audit of campus policies and procedures to enhance operational efficiencies, improve service, and ensure consistent application.
3. Perform relevant external scanning to benchmark our efforts to others, to learn about best practices, and to adopt or adapt such best practices at JCU.
4. Expand the training and use of enhanced technologies across campus to find greater efficiencies in our operations.

Objective 2: Undertake a regular cycle of program review to assess program alignment with university goals and priorities.

Actions

1. Complete the full cycle of academic program review.
2. Administrative departments will establish and begin an appropriate cycle and method of review.
3. Establish systems to ensure that budgeting decisions are in accord with university priorities.
4. Eliminate redundancy in our services and programs.

Objective 3: Strengthen communication, consultation and collaboration to nurture a positive community.

Actions

1. Improve internal communication structures within and across divisions.
2. Utilize a model of Inclusive Excellence to raise awareness and identify solutions of equity issues
3. Improve the practice of collaborative governance.
4. Promote high levels of active university citizenship for every member of the JCU community.