

Promise and Prominence

John Carroll University's Strategic Vision 2015-2020

Our envisioned future

The promise of John Carroll University is to develop the intellect, character, leadership, and service potential of all who study and work on our campus. This promise is formed and guided by our Jesuit Catholic Heritage, elaborated in our new integrative core curriculum, and dependent on the support of the entire campus to provide all of the services that comprise the best 21st century education for all who choose to join our learning community. We commit to graduating men and women of strong intellect and high ethical character with leadership skills that enliven their dedication to service in their communities and in the world. It is a promise worthy of the hard work, sacrifice, and dedication required to achieve it.

Our promise will be kept only by enhancing the prominence of our university in the higher education marketplace. Our strategic plan addresses how John Carroll must increase its competitiveness in order to expand our geographic reach, enrollment figures, fiscal resources, partnerships, and philanthropic gifts. Prominence will be achieved by integrating mission-driven initiatives with market-driven demands; a holistic academic experience informed by mission and responsive to the needs of an ever-changing world. We recognize that this will require embracing the primacy of academic program quality and relevance. We understand that in order to succeed we cannot compete on prestige or price alone; instead, we must focus on value - providing the most exciting, challenging, fulfilling education available, and on values - the timeless ideals upon which this great University was built.

The origin of John Carroll's compact with its students, faculty, staff, alumni and friends is grounded in its vision, mission and core values. Embracing these, we will work in the next five years to achieve three goals.

The first goal, Academic Excellence for Student Learning and Success exemplifies the Ignatian traditions of intellectual rigor, local and global citizenship, and holistic support for student learning and well-being. The second goal, Faith That Does Justice, signals the University's desire to instill the Jesuit model of Ignatian pedagogy (experience, reflection, action), to address social challenges and meet the needs of our community. The third goal, Engaged Campus Community, follows the Ignatian ideal of *Magis*, the greater good, by challenging us to enact the best practices of collaborative governance with the promise of greater effectiveness in reaching the institutional priorities outlined in this strategic plan. Each of these goals includes specific actions and the metrics by which our success will be assessed. Progress will be reported annually to the campus community and to the Board of Directors.

Promise and Prominence

John Carroll University's Strategic Vision 2015-2020

Goals and Objectives

True to our heritage, reflective of our history and values, and high in aspiration, this strategic plan is also pragmatic and realistic, directed toward securing John Carroll's future and meant to raise our reputation. It must make us stronger, not only because additional resources enrich student learning, but also because John Carroll University and its graduates are part of the Cleveland community and the national and global communities, and we are needed.

Goal 1: Academic Excellence for Student Learning and 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:

1. **Integrative Curriculum:** Realize the dynamism of the integrative curriculum as a model of liberal education for personal and professional success;
2. **Distinctive Programs:** Invest in the development and implementation of distinctive undergraduate and graduate programs and enhance existing academic programs that will gain recognition, attract enrollment, or will benefit our region;
3. **Investment in Faculty:** Heighten investment in JCU teacher-scholars to strengthen our reputation as a center for scholarship and learning;
4. **Experiential Education:** Increase student opportunities to engage in meaningful experiential learning programs through significant local and global partnerships;
5. **Student Support:** Achieve high quality student support services from the point of admission to graduation and beyond.

Goal Two: 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, inter-religious 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. We will meet the following objectives:

1. **Ignatian Pedagogy:** Develop curricular and co-curricular avenues for students to understand and incorporate the Ignatian pedagogical paradigm of experience, reflection, and action;
2. **Interreligious Dialogue:** Enable students to explore, deepen, and share their faith or worldview in dialog with people of all faiths and no faith;
3. **Jesuit Catholic Values:** Enhance and promulgate the university's commitment to work for peace, promote justice, and defend human rights;
4. **Inclusive Excellence:** Model inclusive excellence in enrollment, teaching and learning, hiring, and community standards.

Goal 3: Engaged Campus Community

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. Building on the Ignatian ideal of Magis, the greater good, we will achieve the following objectives:

1. **Integrate Planning:** Create an integrated planning and budgeting framework utilizing results from institution-wide program reviews and student learning outcome assessments to effectively align resources with strategic priorities;
2. **Continuous Improvement:** Establish a culture of continuous improvement built on a systematic analysis of internally and externally generated data;
3. **Improve Collaboration:** Improve collaborative leadership and decision-making among senior leadership, faculty and staff through enhanced communication, governance structures and practices;
4. **Enhance Technology:** Leverage enhanced technologies to monitor and improve performance in institution-wide operations and for teaching and learning;
5. **Further Well-being:** Advance the well-being of faculty and staff through enhanced work-life policies, community-building, and through leadership and professional development.