

OUR ENVISIONED FUTURE

John Carroll University's promise is to develop the intellect, character, leadership, and service potential of every one of our students so that they will become the thought leaders, change agents, community builders, and ethical thinkers needed in the 21st century. To keep this promise, we must enhance the prominence of our University.

Our prominence will be achieved by aligning mission-driven initiatives with market-driven demands. John Carroll will increase its competitiveness to expand our geographic reach, enrollment, fiscal resources, partnerships, and philanthropic gifts.

We commit to the primacy of academic program quality and to curricular innovation and relevance. We will not compete on prestige or price alone. Instead, we will focus on value—providing the most exciting, challenging, holistic education available—and on values—sustaining the timeless ideals upon which this University is built.

John Carroll's compact with its students, faculty, staff, alumni, and friends is grounded in its Jesuit Catholic vision, mission, and core values. Embracing these, we will work in the next five years to achieve three goals. Each goal, as it is realized, will broaden opportunities for our students and increase their capacity to become engaged world citizens within a distinctly Ignatian framework.

- **Academic Excellence for Student Learning and Success** animates the Ignatian traditions of intellectual rigor, local and global citizenship, and support for student learning and well-being.
- **Faith That Does Justice** charges the University to address social challenges facing our local and global communities through the Ignatian model of reflection and action.
- **Engaged Campus Community** challenges us to sustain a dynamic and collaborative workplace by embracing the Ignatian ideal of Magis, the greater good.

Our goals accomplished, we keep our promise to our students. And John Carroll students will realize their promise in the world.

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 will 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:** Implement the integrative core curriculum as a foundation for personal and professional success.
2. **Distinctive Programs:** Develop and enhance distinctive undergraduate and graduate programs that attract external recognition, increase enrollment, and produce graduates who will benefit our region and beyond.
3. **Investment in Faculty:** Invest in teacher-scholars to strengthen programs that enhance John Carroll University's academic reputation.
4. **Experiential Education:** Increase opportunities to engage in experiential learning programs through campus-based initiatives and local and global partnerships that prepare students for 21st century careers.
5. **Student Thriving:** Increase student engagement to improve student persistence, on-time degree completion, personal growth, and professional preparation and advancement.

GOAL 2 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, interreligious 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. **Jesuit Catholic Values:** Deepen the University's commitment to peace, justice, and sustainability.
2. **Ignatian Pedagogy:** Integrate an Ignatian Pedagogy of experience, reflection and action more fully into the student learning experience and across the broader campus community.
3. **Interreligious and Intercultural Dialogue:** Enable all members of the University community to explore, deepen, and share their faith or worldview in dialogue with people of all cultural and faith backgrounds.
4. **Inclusive Excellence:** Improve the diversity of the faculty, staff, and student body and promote a culture of inclusive excellence.

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. **Individual Well-Being:** Advance the well-being of all full-time and part-time faculty and staff through enhanced work-life policies, community-building, and professional development.
2. **Integrated Planning:** Create, support, and sustain an integrated planning and budgeting process that aligns institutional resources with strategic priorities.
3. **Continuous Improvement:** Advance a culture of mission-centered and data-informed decision making for institutional improvement.
4. **Enhanced Technology:** Improve strategic use of technology to ensure excellence in all academic and administrative processes.
5. **Improved Collaboration:** Establish dynamic organizational and governance structures, collaborative leadership, enhanced communication, and decision-making across all stakeholders of the University.
6. **Strategic Alliances:** Pursue strategic alliances with local and global partners to enhance the University's reputation in the region and the world.