PROMISE and PROMINENCE

JOHN CARROLL UNIVERSITY’S STRATEGIC PLAN

2015-2020
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.
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 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.