To Shape the World: John Carroll University’s Strategic Vision 2015-2020

The title of the strategic plan is provisional, but it is meant to communicate that through our focus on academic excellence and student learning, a John Carroll University education will empower and embolden our students to act upon the world to effect positive change. During their undergraduate and graduate years, we will:

1. motivate students to develop their talents and acquire the knowledge, skills, and dispositions to analyze and to act;
2. actuate learning through cross-boundary, collaborative, and experiential frameworks; and
3. situate learning within contexts of service, global citizenship, justice, ethics, faith and inclusivity.

Our strategic plan sets goals for an excellent, integrative curriculum that highlights the integrative curriculum, signature curricular programs, and cross-divisional support for student learning and productive collaborations (Pillars 1 & 2). Within the framework of Ignatian values, we emphasize students’ responsibility to shape the future they will live in and pass on (Pillars 3 & 4). We also will shape our University community to be a model of positive interaction in order to provide the best learning environment.

All of this planning takes as its basis the following: 1) connection to the Jesuit Catholic tradition and John Carroll’s mission; 2) connection to budgeted resources; 3) regular assessment; and 4) internal and external communication and marketing.

Pillar One: Academic Excellence through Integrative Learning and Signature Programs

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

Objective 1.1: Recognized for Integrative Curriculum

- Enhance support for faculty to develop new courses for the integrative curriculum.
- Provide incentives, support, and recognition for courses that use high impact pedagogies. Gain national recognition as a model of excellence for integrative learning.

Objective 1.2: Recognized for Global Citizenship

- Prioritize signature global programs and partnerships.
- Attach global learning experiences to integrative curriculum.
- Allocate and attain resources to increase opportunities for students to participate in global experiences.
- Develop and attain international faculty exchange or visiting opportunities.
- Investigate new global academic programs.
- Achieve synergy and collaboration in global programs and curricula through affiliating them via a Global Studies Institute.
- Investigate and enhance JCU involvement in Jesuit global programs.
Objective 1.3: Recognized for Service Learning and Experiential Education

- Allocate and attain more funds and opportunities for student research and internships.
- Offer support for faculty and student by enhancing an internship placement process.
- Determine if service learning should be required, or, alternatively, if there are opportunities in every program of study.
- Ensure that all students graduate with at least one experiential opportunity.

Objective 1.4: Inclusive Excellence and Ethical Education

- John Carroll will integrate diverse perspectives and learning environments within the curriculum and co-curriculum
- John Carroll will diversify faculty through fellowship programs and hiring.
- John Carroll will assess its course offerings to determine the breadth and depth of instruction on inclusivity.
- John Carroll will develop teaching and student research opportunities that will serve under-represented and impoverished populations in our region and the world.
- John Carroll will be recognized regionally and nationally for developing ethical education models for undergraduates.
- John Carroll will deepen its commitment in sustainability.

Objective 1.5: Recognized for Signature Curricular Programs

- John Carroll will achieve greater regional and national prominence in programs, beginning with health, business, and graduate programs.
- John Carroll will review and prioritize academic programs.
- John Carroll will incentivize the development of new revenue-enhancing programs.
- John Carroll will hire new faculty in alignment with data from program review program prioritization, and assurance of learning information.

Objective 1.6: Increased use of technology for instructional design and for data to improve academic decisions

- John Carroll will increase its investment in technology to enhance instructional design and data analysis.

Pillar Two: Enhanced Support of Student Development

Goal: John Carroll University will enhance our Jesuit commitment to caring for the individual (cura personalis) by providing extraordinary, individualized student support—academic, personal, and spiritual—to enable our students to realize their potentials and to become ethical leaders.
Objective 2.1: John Carroll will improve persistence, retention and completion through enhanced advising and improved learning support for both undergraduate and graduate students.

- John Carroll will develop a learning commons to better serve student’s academic and advising needs.

Objective 2.2: John Carroll will integrate diverse curricular and co-curricular activities to provide more experiential learning opportunities for all students.

Objective 2.3: John Carroll will cultivate students’ leadership potential with particular emphasis on inclusive excellence, civic engagement, and social and environmental responsibility.

Objective 2.4: John Carroll will strengthen the Jesuit values of discernment and vocation by assisting students with developing career paths and attaining career placements.

Pillar Three: Faith that does Justice

Goal: John Carroll University will be recognized for its work in faith development, inter-religious dialogue, and commitment to peace, justice and the marginalized.

Objective 3.1: John Carroll will develop cross-divisional programs that highlight and promulgate our commitment to peace and justice.

Objective 3.2: John Carroll will foster inter-religious dialogue and other initiatives that promote understanding.

Objective 3.3: John Carroll will annually audit, publish, and assess its impact on our region and beyond through a “Justice and Service Audit” which will highlight our commitments in the areas, such as education, homelessness and low income housing, public health and wellness, financial literacy, advocacy, youth detention, and civic and inter-religious dialogue.

Objective 3.4: John Carroll University will make opportunities available for faculty, staff, and students to learn about Ignatian spirituality and to experience the Spiritual Exercises.

Pillar Four: Leveraging Opportunities through Innovative Collaborations and Partnerships

Goal: Through its existing network of alumni and friends, and by developing new relationships, John Carroll will pursue partnerships and collaborations that will enhance academic excellence and the student experience and the University’s reputation for service.

Objective 4.1: John Carroll will draw upon our alumni, our region, and our Jesuit and Catholic connections to increase partnerships and collaborations for philanthropy, faculty and student research, early admit programs, internships.

Objective 4.2: Through its external partnerships and collaborations, John Carroll will provide its students with enhanced access to regional educational, cultural, service, leadership and career experiences.
Objective 4.3: John Carroll will develop more curricular and co-curricular opportunities in the fine and performing arts by taking advantage of Northeast Ohio resources.

Pillar Five: Creating a more Effective and Engaged Campus Community

Goal: In order to achieve our mission, John Carroll will nurture a dynamic, forward-looking, and collaborative institutional culture. John Carroll will engage in the complex conversations and decision-making that can lead to transformational change for student learning and achievement.

Objective 5.1: John Carroll will nurture a positive community by strengthening processes of consultation, and communication with all of its members.

- Every community member will take responsibility for improving morale and engaging in constructive dialogue.
- Existing university policies will be reviewed over the next three years in order to make sure they are updated, easily accessible, and consistently applied. Where areas for improvement are identified, new policies will be developed in consultation and communicated.
- John Carroll faculty will demonstrate higher levels of active university citizenship and will work to enhance collaboration with administrative leaders through the avenues of shared governance and faculty governance.
- A review of faculty workload and the availability of support for faculty research and teaching will be conducted.
- The John Carroll University community will demonstrate an awareness of equity issues and a willingness to achieve solutions.

Objective 5.2: Every John Carroll department and division will undertake a program review to assess program alignment with university goals in order to develop those that best serve our students, advance our reputation, address performance, and enhance revenue.

- Academic programs will follow the cycle of academic program review.
- Non-academic division will establish an appropriate cycle and method of review.

Objective 5.3: The University community will make decisions within an improved and shared framework of data analysis, fiscal stewardship, and program prioritization.

- Access to data and analysis will be part of the University’s commitment to transparency.
- John Carroll will produce great efficiencies by identifying duplications in services and programs.