LOOKING TO OUR FUTURE

Strategic Plan 2019

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SPALDING UNIVERSITY

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SPALDING
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Strategic Plan 2019

SPALDING UNIVERSITY STRATEGIC PLAN OUTLINE
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- Leverage our stability and partnerships with the community to start global change at the local level
- Embrace our urban location to create new pathways to prepare our students to engage in solving community challenges
- Model the SCN pioneer spirit by developing academic and co-curricular experiences that lead to living out the Spalding University mission

Diversity, Equity & Inclusion
- Cultivate a campus community that fosters inclusion
- Broaden pathways for access and success to meet individuals where they are
- Practice and promote a healthy campus climate
- Promote responsive teaching, experiential learning, and research

Learning
- Advance interdisciplinary and inter-professional programs and opportunities
- Deliver high impact learning practices
- Utilize the range of technology to support student learning styles, delivery modes, and interactive learning
- Expand learning and professional development opportunities for faculty and staff
- Develop bold pathways for curricular and co-curricular experiences

Student Experience
- Generate more exciting activities to increase mentoring practices, internships, and study abroad opportunities for students
- Provide an engaging environment on campus and online where students want to come for quality education, stay to have fun, and make lifelong connections and relationships
- Elevate Spalding school spirit and Eagle pride
- Design student space that creates a hub of activity and where students can find good coffee and a place to relax

Community Engagement & Service
- Augment the number of opportunities for students, faculty, and staff to participate in community-based projects and service learning
- Pursue and strengthen relationships with partners to become the community leader in service and outreach
- Focus on continued greening of the campus
- Lead conversation and action about the sustainability of people, places, and resources in our surrounding neighborhoods
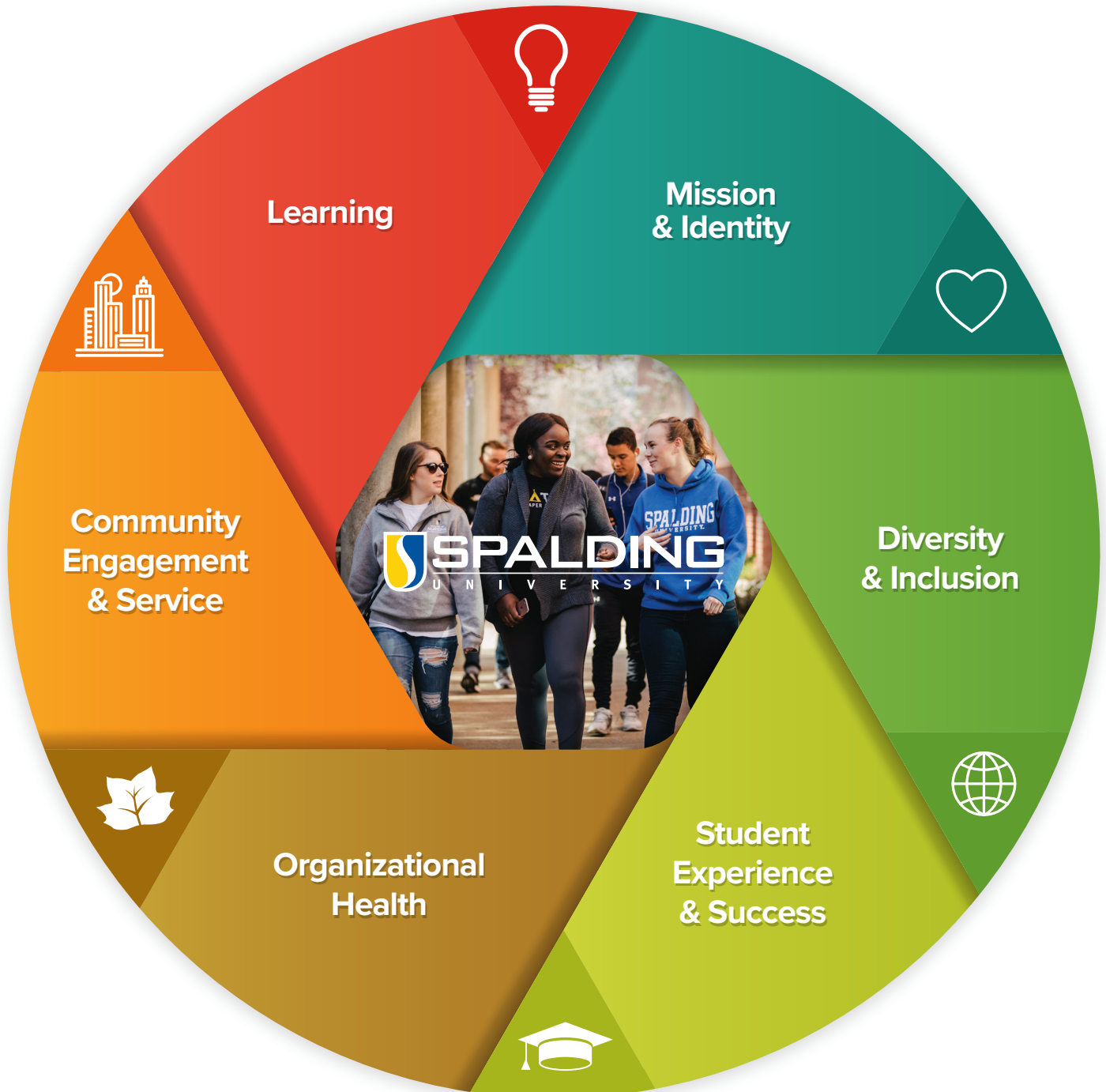
Organizational Health
- Expand curricular programs to meet the needs of the times
- Increase public awareness of who Spalding is today and what we have to offer
- Develop revenue growth and maximize University assets
- Use emergent technologies for the classroom, operations, recruitment, and retention
- Revise and practice outcomes assessment in all areas towards continuous improvement

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SPALDING UNIVERSITY

Mission Statement
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Spalding University is a diverse community of learners dedicated to meeting the needs of the times in the tradition of the Sisters of Charity of Nazareth through quality undergraduate and graduate liberal and professional studies, grounded in spiritual values, with emphasis on service and the promotion of peace and justice.

The wordle below represents the mission and which words resonated most with the 100+ individuals who participated in the first large group meeting (September 2017) to develop the new strategic plan. The larger the word, the more times it was chosen at the one word in the mission that spoke most to individuals.

Spalding University is a diverse community of learners dedicated to meeting the needs of the times in the tradition of the Sisters of Charity of Nazareth through quality undergraduate and graduate liberal and professional studies, grounded in spiritual values, with emphasis on service and the promotion of peace and justice.

SPALDING
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NAZARETH COLLEGE

THE STRATEGIC PLAN PROCESS

2017
Leadershp Team Retreat	July 2017
Undercroft Meeting	September 2017
Sense Making Meeting	November 2017
Community Assembly	November 2017

2018
Faculty Survey	March 2018
Faculty Retreat	March 2018
Student Survey	June 2018
Staff/Alumni/BOT Survey	June 2018
Community Assembly Update	August 2018
Board of Trustees Update	September 2018
Feedback Sessions	Fall 2018

2019
Board of Trustees	February 2019
Exec Committee Meetings	
Board of Trustees Meeting	February 2019
Committee Revision Work	Spring/Summer 2019
Final Strategic Plan	November 2019

Tori Murden McClure, President

The most useful strategic plans are not roadmaps with imaginary streets drawn on a fictional future, rather they are outlines that assist us in choosing our directions of travel. To "meet the needs of the time" we must commit ourselves to adaption and innovation. Change is seldom comfortable, it involves uncertainty and risk. To avoid missteps, we must test each desire against the question, "Will this help us to educate our students to meet the needs of this time?" Ours is a needy time. If we are discontented, we must rededicate ourselves to the one thing that can alleviate suffering, reduce ignorance, and expand the promise of humanity: education. It is not enough to repeat the instructional mantras of earlier eras. If we do what we have always done, the world will be as it has always been. Anyone can see, the world we have is not as it should be. Today, is a great day to change the world.

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Dr. John Burden, Provost

The strategic plan provides a timeline to reenergize existing programs and the opportunity to create new curriculum to meet the demands of the 21st century workforce. Our faculty who are noted teachers, scholars and practitioners will lead the development of relevant and innovative programs to meet the needs of the times for our students and our community.

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Dr. Pattie Dillon, Faculty Senate President

It is my great honor to serve a third consecutive term as the President of the Faculty Senate for the 2019-2020 year. In this role, I have enjoyed the privilege of working with other faculty, staff, administrators, and Board of Trustees to craft Spalding University's Strategic Plan. Spalding's mission grounded in its dedication to serving a diverse community of learners committed to social justice and meeting the needs of the times served as the touchstone throughout the planning process. By leaning into this mission, the Spalding community has created a visionary strategic plan centered on student success, community engagement, and commitment to diversity, equity and inclusion.

Mission & Identity

- Fiercely committed to the university's guiding mission and identity, both imperative to our future, we will:

- Leverage our stability and partnerships with the community to start global change at the local level

- Embrace our urban location to create new pathways to prepare our students to engage in solving community challenges

- Model the SCN pioneer spirit by developing academic and co-curricular experiences that lead to living out the Spalding University mission

Example of prior Report Card goals:

Create an inspiring message that integrates university's commitment to compassion and school pride (Marketing).

Establish cross departmental program to focus on elements of student experience relating to compassion, peace and spirituality (SDCL)

Diversity, Equity & Inclusion
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As a diverse community of learners dedicated to meeting the needs of the time, and by being trailblazers we will:

- Cultivate a campus community that fosters inclusion

- Broaden pathways for access and success to meet individuals where they are

- Practice and promote a healthy campus climate

- Promote responsive teaching, experiential learning, and research

Example of prior Report Card goals:

Maintain and work to increase diversity of faculty. (Human Resources)

Develop formal online training that is mandatory for all faculty/staff and incoming graduate students regarding Title IX, VAWA .   (SDCL)

Increase student satisfaction with Dining Services by adding more menu options for those with dietary preferences (vegetarian, gluten-free, lower sodium/heart-healthy). (Dining Services)

The Collaboratory will meet departmental request at the 100% level for instructor-created media presentations and syllabi to be formatted for accessibility. (Library)

Learning
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Built on a culture of collaboration and to truly be an interdisciplinary and interprofessional teaching and learning campus we will:

- Advance interdisciplinary and inter-professional programs and opportunities

- Deliver high impact learning practices

- Utilize the range of technology to support student learning styles, delivery modes, and interactive learning

- Expand learning and professional development opportunities for faculty and staff

- Develop bold pathways for curricular and co-curricular experiences
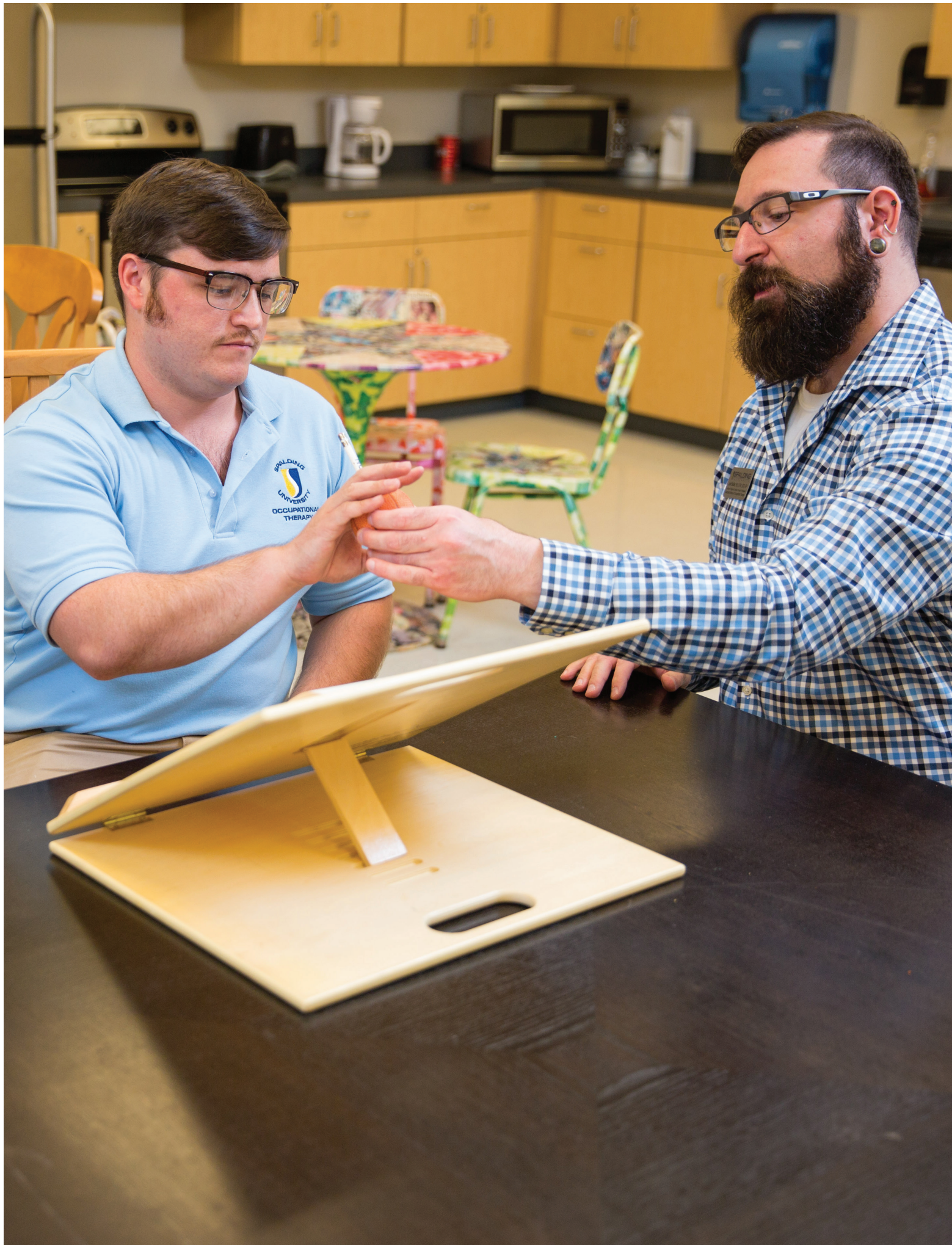
Example of prior Report Card goals:

During the AY16-17, the MFA program will present a 45-minute PD session at the fall residency that teaches Word Editing and how to set up a zoom conference. This session will be repeated at the spring residency or recorded so that more faculty members may take advantage of these convenient programs. (MFA)

At least 65 MSOT students will present practice evidence at 2 Vision in Actions Conferences that address the occupational needs of society and at least 90% of participants will perceive the topics are diverse and will impact future practice actions and competency. (MSOT)

Consistency in course delivery and outcomes across all teaching formats including day, AAP, and online. (SNS)

25 Courses with embedded librarians by the end of AY 16-17. (Library)

Student Experience
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To provide a student-centered environment that prepares students for graduation and beyond we will:

- Generate more exciting activities to increase mentoring practices, internships, and study abroad opportunities for students

- Provide an engaging environment on campus and online where students want to come for quality education, stay to have fun, and make lifelong connections and relationships

- Elevate Spalding school spirit and Eagle pride

- Design student space that creates a hub of activity and where students can find good coffee and a place to relax

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Example of prior Report Card goals:

Creation of a Welcome Center in the Eagan Leadership Center. (Facilities)

Break Ground on Athletics Fields and begin the project- according to strategic timeline. (Athletics)

Launch Financial Aid-Self Service for all students by January 1 for new financial aid year. (IT)

Student mentoring model established, SLOs for mentoring established and student mentors trained on model. (SDCL)

Community Engagement & Service
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To continue in the tradition of the Sisters of Charity of Nazareth, and for Spalding University to become a flagship institution for community engagement and service in our region, state, city and neighborhood we will:

- Augment the number of opportunities for students, faculty, and staff to participate in community-based projects and service learning

- Pursue and strengthen relationships with partners to become the community leader in service and outreach

- Focus on continued greening of the campus

- Lead conversation and action about the sustainability of people, places, and resources in our surrounding neighborhoods

Example of prior Report Card goals:

Break Ground on Athletics Fields and begin the project- according to strategic timeline. (Athletics)

Strengthen communication with campus departments and community partners. (Career Services)

Students will demonstrate expertise in incorporating and applying interdisciplinary, diverse and global leadership best practices, which will enhance the ability of their organization to compete in a diverse global economy. (College of Education, EdD)

Organizational Health
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By maintaining ethical stewardship of our finances, assets, and resources today and to insure the future as a new era at Spalding we will:

- Expand curricular programs to meet the needs of the times

- Increase public awareness of who Spalding is today and what we have to offer

- Develop revenue growth and maximize University assets

- Use emergent technologies for the classroom, operations, recruitment, and retention

- Revise and practice outcomes assessment in all areas towards continuous improvement

Example of prior Report Card goals:

Strengthen reputation through strategic, integrated content and storytelling (Marketing)

Increase unrestricted dollars raised to $350K (Advancement)

Develop Retention Dashboard to improve communication of retention data with academic units. (IT)

Increase total number of student athletes to 235 - Academic year 2017-2018. (Athletics)

Acknowledgements
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We want to recognize all the people who participated in the many strategic planning meetings, surveys, and focus groups who provided foundational ideas and important feedback throughout the process. We appreciate the efforts of President McClure, former Provost Berryman, and the Leadership Team who started the committee down the path to create a new strategic plan. To the community of Spalding students, staff, faculty, alumni, Board of Trustee members, and friends of the University it is important to acknowledge all the time, and energy that was put forth to create the new strategic plan.

Committee members:

Dr. Joanne Berryman, (former) Provost,
Kosair College of Health and Natural Sciences

Dr. Mistalene Calleroz-White, (former) Co-Chair, College of Education

Dr. Melissa Chastain, Co-Chair, Dean of Enrollment Management

Dr. Kay Vetter, Co-chair, Exec. Director of Institutional Effectiveness

Dr. Tomarra Adams, Dean of Undergraduate Education

Dr. Pattie Dillion, Chair of Liberal Studies

Dr. Kurt Jefferson, Dean of Graduate Education

Dr. Nikki Shedletsky, Director of Undergraduate Education