



STRATEGIC PLAN ■

# VISION 2017



SAINT • XAVIER  
UNIVERSITY

## THE UNIVERSITY MISSION AS CONTEXT FOR STRATEGIC PLANNING

The University's Vision Statement and the Strategic Plan that supports it provide a particular direction at a particular time in history through which the University realizes its Mission. The statement of that Mission follows:

**Saint Xavier University, a Catholic institution inspired by the heritage of the Sisters of Mercy, educates men and women to search for truth, to think critically, to communicate effectively, and to serve wisely and compassionately in support of human dignity and the common good.**

— Approved by the Board of Trustees, October 12, 2005 and the Conference for Mercy Higher Education, October 20, 2005.

First presented at the July 2011 Leadership Retreat, the University's five-year Vision Statement was reviewed by more than 70 students, faculty, staff and administrative leaders who provided extensive feedback. These campus leaders also heard from consultants Donna de St. Aubin of St. Aubin, Haggerty and Associates, Inc., (principal) and Monica Gavino, Ph.D., associate professor in the Graham School of Management, about the findings of the spring 2011 University-wide climate survey that President Wiseman had commissioned. Further, the leadership group discussed the SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis data and the conclusions drawn from it that had been developed by the senior administration.

Following is the Vision for Saint Xavier University that resulted from these consultations.

## THE UNIVERSITY VISION

**Saint Xavier University will be an educational institution that responds to people with dignity and promotes thought leadership, giving voice to that effort through the scholarship and prominent work of our faculty and staff. We will use that leadership to develop mutually beneficial relationships and strategic partnerships with external communities so that we can create increased opportunities for a diverse community of ethical, motivated and socially engaged learners who are prepared for 21st century careers.**

## THE STRATEGIC PLANNING STEERING COMMITTEE

Once the University community had a chance to offer comments on the Vision, President Wiseman then convened a Strategic Planning Steering Committee of 30 individuals representing the University's different constituents. The composition of this committee included members of the Cabinet, the Deans' Council, full-time and adjunct faculty members, graduate and undergraduate students, staff members, an alumna and the chair and vice chair of the Board of Trustees. A list of the members of the Steering Committee can be found at the end of this document.



The Strategic Planning Steering Committee delegated the task of developing a set of planning goals to a small subcommittee. The Steering Committee then worked with these draft goals and again solicited the input of various constituencies across the University.

## THE PREAMBLE TO THE STRATEGIC PLAN

The Steering Committee members wanted to set a philosophical context for their deliberations and the full plan that they would ultimately present to the University community. They crafted the following Preamble:

**We are the University and we are the Vision. The Vision lives through our individual, everyday actions and interactions with one another. These actions and interactions will be reflected in our collaborative and effective relationships that support student-centered planning and achievement. The University will continue to identify and assess best practices that permit us to be bold in the implementation of this Vision and ensure interactions that result in substantive and sustainable collaboration across departments and constituencies.**



## ■ SIX PLANNING GOALS

After several iterations, public presentations and consultations, the last concluding in April 2012, the Steering Committee approved the following six planning goals.

### **Goal 1: Preparing Students for the 21st Century**

The University will be recognized for providing an excellent and affordable education anchored in the traditions of the liberal arts and its Catholic identity and Mercy heritage, and responding to the professional and personal needs of its diverse student body and the demands of the 21st century workforce.

### **Goal 2: Stewarding University Resources**

The University will steward, develop and ensure the quality of its human, physical and financial resources through the formation of Mission- and Vision-based policies and practices that support the hiring, retention and professional development of a diverse faculty and staff and the effective use of resources to support student learning.

### **Goal 3: Developing Supportive Partnerships and Opportunities**

The University will seek and build strategic and mutually beneficial relationships with external partners that lead to new resources and improve educational experiences for its students.

### **Goal 4: Increasing Visibility and Endowed Support**

The University will be recognized by local, regional, state and national business, philanthropic and political leaders as a vibrant community asset worthy of their increasing investment in its success.

### **Goal 5: Strengthening Academic Programs and Support Services**

The University will strengthen the quality and rigor of academic programs.

### **Goal 6: Providing Thought Leadership**

The University will be recognized as a thought leader through enhanced productivity in scholarship and innovation in the role of the educator.

## **SUPPORTING GOALS AND OBJECTIVES**

Each of these goals is supported by several objectives and metrics. The Steering Committee assigned a priority to each of these objectives and metrics, considered whether existing or new resources would be required to address them, and specified a time frame for completion. In cases in which no new resources are anticipated, at least in the short run, the Steering Committee believes that the objectives can be met through either refocusing existing resources and/or changing the mindset of those tasked with their implementation.

Following are the six goals with their supporting objectives, metrics and timelines that will realize the University's Vision. When no year is specified, activity and monitoring are ongoing.

## **ACTION PLANS**

To ensure steady progress toward the realization of *Vision 2017* through the implementation of the Strategic Plan, and to help hold senior administrators accountable for the actions they have developed and to which they have committed, each major unit or division has crafted a supporting set of Action Plans. These Action Plans specify the following:

1. The steps that each unit or division will take to address each goal and objective;
2. The person(s) who are accountable for ensuring that each step is taken; and
3. The date of completion for each step.

These Action Plans are on file for viewing in the Stump Library. President Wiseman has charged the Office for University Administration and Planning with monitoring the University's progress toward *Vision 2017*.

■ GOAL ONE

# students

## PREPARING **STUDENTS** FOR THE 21ST CENTURY

The University will be recognized for providing an excellent and affordable education anchored in the traditions of the liberal arts and its Catholic identity and Mercy heritage, and responding to the professional and personal needs of its diverse student body and the demands of the 21st century workforce.



## Objectives and Metrics:

1. The University will assess for continuous improvement a dynamic, innovative general education curriculum that provides the foundation for liberal (lifelong) learning and offers a comprehensive undergraduate education characterized by broad knowledge, intellectual and practical skills, applied learning and social responsibility.
2. The University will ensure and promote the integration of the University's educational Mission, Catholic identity and Mercy heritage throughout its curricular, cocurricular and extracurricular activities.
3. The University will increase student engagement by providing each student with at least one high-impact educational experience.<sup>1</sup> (2017)
4. The University will expand the number of curricular, cocurricular and extracurricular career readiness experiences in which students will learn to demonstrate professional and social interaction skills.
5. The University will establish a mechanism for planning, prioritizing and budgeting projects that supports and expands interactive, technologically state-of-the-art learning environments and information technology academic support systems. (2013)
6. The University will develop a comprehensive strategy and budget to increase enrollment in undergraduate, graduate and nontraditional student academic programs. (2013)



<sup>1</sup> See Kuh, G. D. (2008), *High-Impact Educational Practices: What They Are, Who Has Access to Them, and Why They Matter*. Washington, DC: American Association of Colleges and Universities. Also, see details about what high-impact practices are and their effect on student engagement and learning at [http://www.aacu.org/leap/documents/hip\\_tables.pdf](http://www.aacu.org/leap/documents/hip_tables.pdf)

# resources

## STEWARDING UNIVERSITY RESOURCES

The University will steward, develop and ensure the quality of its human, physical and financial resources through the formation of Mission- and Vision-based policies and practices that support the hiring, retention and professional development of a diverse faculty and staff and the effective use of resources to support student learning.



## Objectives and Metrics:

1. The University will adopt and implement an annual review process of all University academic programs and University support units based on data derived from tracking, benchmarking and analyzing revenues, costs and operational overhead. (2013)
2. The University will develop a comprehensive recruitment, enrollment and financial plan that addresses financial stability, reduces debt, prioritizes its most pressing capital needs, provides for the ongoing maintenance, renovation or replacement of existing facilities and allows for the purchase of new facilities, properties and technologies. (2013)
3. The University will identify the key variables and methodology for determining the optimal enrollment of the University, both size and mix, including financial implications. (2014)
4. The University will use tools, metrics and benchmarks, for example, NSSE (National Study of Student Engagement) student satisfaction indicators, to measure and improve satisfaction levels in student services by no less than 2 percent per year.
5. The University will provide and review the evaluation and self-assessment instruments of its workforce in order to monitor and ensure individual and departmental progress toward a student-centered vision. (2012)
6. The University will ensure that all campus units implement a consistent and legally compliant plan to recruit, hire, orient and support the professional development of a diverse and qualified workforce. (2012)
7. The University will develop a set of metrics to inventory all job positions, assess whether they continue to support the University's strategies for recruitment, hiring and retention and are compliant with appropriate regulations and laws. (2012)
8. The University will develop a comprehensive technology plan providing for administrative systems that support a student-centered vision. (2014)
9. The University will continue to develop, implement and promulgate environmentally sustainable responses to facility and operational issues as acts of stewardship that respond to Mission, enhance student learning and contribute to thought leadership.



■ GOAL THREE

# partnership

## DEVELOPING SUPPORTIVE PARTNERSHIPS AND OPPORTUNITIES

The University will seek and build strategic and mutually beneficial relationships with external partners that lead to new resources and improve educational experiences for its students.



## Objectives and Metrics:

1. The University will direct each academic program and unit to partner with at least one local, national or international nonprofit, public, private or faith-based organization to provide opportunities for engagement, scholarship or service/service learning for students, faculty and staff. (2013)
2. The University will realize a 20 percent increase in alumni engagement in national alumni, advisory board and career networking events. (2014)
3. The University will review and update all articulation agreements and partner with community colleges to create at least three new articulation programs that increase the number of baccalaureate graduates annually. (2013)
4. The University will assist each college and school in developing an advisory board whose members, among other efforts, will partner in fundraising, provide opportunities for students and support the strategic initiatives of the deans of each college or school.



■ GOAL FOUR

# visibility

## INCREASING **VISIBILITY** AND ENDOWED SUPPORT

The University will be recognized by local, regional, state and national business, philanthropic and political leaders as a vibrant community asset worthy of their increasing investment in its success.



## Objectives and Metrics:

1. The University will increase its endowment to \$15 million. (2017)
2. The University will attract 10 new named and endowed scholarships. (2015)
3. The University, in particular, will establish a \$20,000 Student-Faculty Partnership Endowment by 2013, increasing it to \$1 million by 2020, in order to fund at least one \$1,000 grant per year through 2020 and generate \$50,000 annually thereafter to support collaborative student-faculty research or creative projects.
4. The University will initiate a fundraising campaign to focus on campus enhancements (including sciences), student scholarships and infrastructure improvements.
5. The University will work with its Board of Trustees to increase diversity and broaden its recruitment of members from the greater Chicago business community. (2015)
6. The University will increase the percentage of alumni donors from 10 percent to 12 percent, thus placing the University among the top third of Midwest master's institutions. (2014)
7. The University will capitalize on its significant economic contribution to the community by completing and promoting an economic impact statement. (2012)



■ GOAL FIVE

# academics

## STRENGTHENING **ACADEMIC** PROGRAMS AND SUPPORT SERVICES

The University will strengthen the quality and rigor of academic programs.



## Objectives and Metrics:

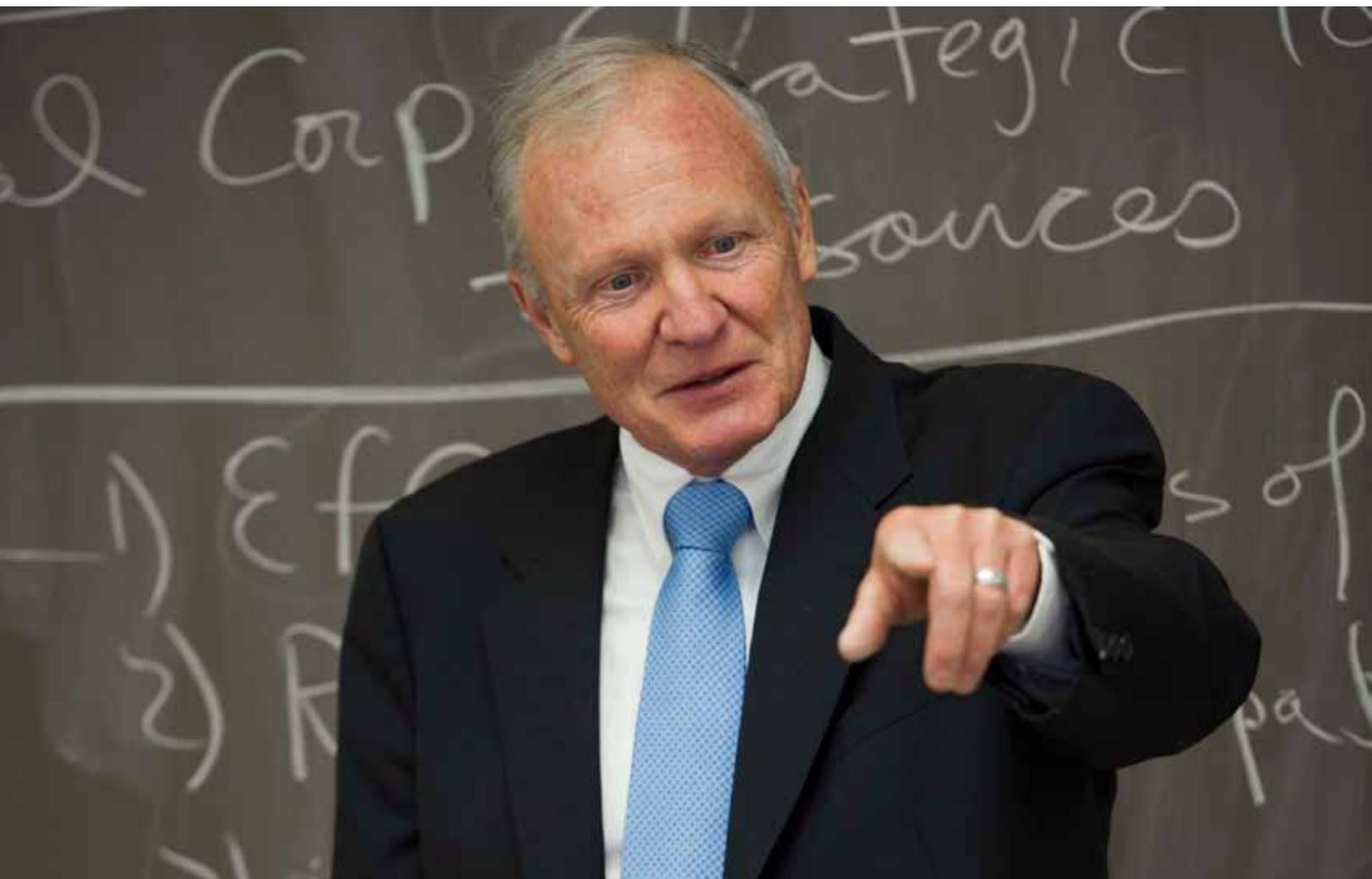
1. The University will create and monitor internal quality assurance and improvement processes, practices and schedules across all academic programs to effect the Higher Learning Commission's Pathways Model for Continued Accreditation. (2013)
2. The University, on a regular timeline, will scan academic disciplines and fields of study to identify and develop plans that respond to new trends, markets and directions for program expansion, accreditation and online learning.
3. The University will increase the first-to-second-year retention rate from 72 percent to 80 percent. (2017)
4. The University will increase the six-year graduation rate from 55 percent to 60 percent. (2017)
5. The University, through collaboration with Academic Affairs and Student Affairs, will assess and develop structures, practices, services and relationships that improve the integration of academic programming and student support services.
6. The University will provide the direction, support and resources to increase the number of competitive grant proposals submitted annually by 10 percent and align them with the University's strategic goals and objectives. (2016)
7. The University will establish an Adjunct Faculty Council that collaborates with the administration and the Faculty Senate to recognize and promote the professional contributions these adjunct faculty make to teaching and learning. (2012)
8. The University will develop and implement a system to track undergraduate acceptance to graduate and professional programs and increase the overall acceptance rate by one percent for each year up to 2017.



# leadership

## PROVIDING THOUGHT LEADERSHIP

The University will be recognized as a thought leader through enhanced productivity in scholarship and innovation in the role of the educator.



## Objectives and Metrics:

1. The University will have a comprehensive mechanism in place to identify, communicate and celebrate with internal and external constituencies the scholarly/professional productivity of faculty, staff and students. (2013)
2. The University will have a comprehensive mechanism in place to identify, communicate and celebrate with internal and external constituencies its innovations in curricula and pedagogy. (2013)
3. The University will develop a program of faculty development and collaboration that works to re-imagine the role of the teacher-scholar. (2014)
4. The University will align scholarly, curricular and pedagogical expectations with strategic planning objectives and will focus incentives and professional development to support those expectations. (2014)
5. The University will promote a 10 percent increase in the contributions that faculty and staff make to their respective professions and bodies of knowledge between 2013 and 2017. (2017)
6. The University will increase the participation of students and faculty in faculty-student research projects over the 2013 base year contributions by 10 percent. (2017)
7. The University will ensure that every college/school will have hosted a minimum of one regional or national academic/professional event. (2017)



## ■ STEERING COMMITTEE MEMBERS

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