Pride  Passion  Promise

SHAPING OUR JESUIT TRADITION

Educational Excellence  Economic Strength  Campus Community  Civic Engagement
It is with great hope and enthusiasm that I introduce The University of Scranton’s Strategic Plan 2005-2010. It is also with great gratitude that I do so. I am grateful to the many members of the University community who participated so in the drafting of this plan. It represents the values and dreams of every University constituency. Consultation was full and broad based, and that is as it should be because the vision that shapes our future belongs to the entire Scranton community. I especially want to thank the members of the University Planning Committee and its Chair, Mr. Jerome DeSanto. Under Jerry’s capable leadership, the Committee worked diligently and with obvious love for the University. I thank them for their patience and care.

Our hope for Scranton is grounded in our shared pride in the University’s rich history, full of achievements across the spectrum of academic, spiritual, individual and collective endeavors. Taking stock of all that has happened on this good ground since 1888 is an inspiring and characteristically Ignatian exercise. God has been doing great things at Scranton in and through generations of women and men who have gone before us. God’s grace and their example can be our impetus as we shape the University’s future.

Our hope for Scranton is, finally, rooted in a shared sense of promise. All of us appreciate and understand that the University is poised to take its place among the finest institutions of higher education in the nation. In order to achieve that potential, we commit ourselves to the themes and strategies articulated in this Strategic Plan: a relentless pursuit of Educational Excellence, an expanded spirit of cura personalis in our Campus Community, a pervasive emphasis on Economic Strength, and an unyielding commitment to Civic Engagement.

Our aspirations are lofty and will require our best efforts. Building upon God’s blessings, the legacy of Ignatius Loyola and the centuries-old dedication of this University community, we can step confidently into the future. Guided by this compelling Strategic Plan, we bid welcome to the years 2005 through 2010.

Rev. Scott R. Pilarz, S.J.
Mission:
The University of Scranton is a Catholic and Jesuit university animated by the spiritual vision and the tradition of excellence characteristic of the Society of Jesus and those who share its way of proceeding. The University is a community dedicated to the freedom of inquiry and personal development fundamental to the growth in wisdom and integrity of all who share its life.

Our Vision:
The University of Scranton will be boldly driven by a shared commitment to excellence. We will provide a superior, transformational learning experience, preparing students who, in the words of Jesuit founder St. Ignatius Loyola, will “set the world on fire.”
We are guided by this heritage and compelled by an animating vision: in the spirit of the *magis*, to always do better, and to go further.

The dedication and hard work of our campus community have made The University of Scranton the institution it is today. Part of this commitment has been demonstrated by the formation and execution of our Strategic Plan 2000-2005 – *A Community of Scholars, A Culture of Excellence*. We are proud of our achievements. Yet we remain restless in our determination to aspire to even greater successes.

Throughout the 2004-2005 academic year, our community carefully considered the many substantial challenges that lay before us. Suggestions for responding to these external pressures and internal needs, while furthering the mission of the University, have come from all corners of our campus. In the end, we discerned four themes that will represent the common focus of our work from 2005 - 2010:

- Educational Excellence
- Campus Community
- Economic Strength
- Civic Engagement

Our students remain the focus of this institution, and through the achievement of these themes and the strategies that follow, we will endeavor to create a living and learning experience that is truly transformational. Though these themes are far-reaching, they do not exclude other considerable undertakings in which our campus is engaged.

Since 1888, The University of Scranton has been an institution shaped by the unique mission of Catholic higher education. As a Jesuit institution for more than 50 years, we have added to our heritage the spirit of St. Ignatius of Loyola, founder of the Society of Jesus. We will remain responsive, ready to serve the needs of those who seek to learn, so that they may “…set the world on fire.”

“These three words that form our motto pay homage to the aspirations of our founders, and describe our unwavering commitment to the ideals of Catholic, Jesuit higher education.”

“*Our one desire and choice should be what is more conducive to the end for which we are created.*” ~ St. Ignatius of Loyola
The Development Process

As the University’s Strategic Plan for 2000-2005, *A Community of Scholars, A Culture of Excellence*, drew to a close, the University community turned its eyes to the future. Carefully considering its Planning & Institutional Effectiveness Model, the University Planning Committee worked to develop a new plan that will continue to fulfill the University’s mission and vision.

During the 2004-2005 academic year, the Committee, with the support of the Planning, Assessment & Institutional Research Office, engaged in detailed issue analysis through review of internal reports and information along with rigorous environmental scanning. In November 2004, members of the University community engaged in a situation analysis of internal strengths and weaknesses and external opportunities and threats. The results of these activities informed the process of discerning themes and strategies for the 2005-2010 plan – the heart of the Strategic Plan document.

During the spring of 2005, the University Planning Committee shared draft themes and strategies with the University community. Their feedback informed the development and refinement of our themes.

On May 4 2005, the Board of Trustees approved a final draft of themes and strategies put forward by the University Planning Committee.

The University of Scranton is pleased to share its plan for the next five years: *Pride, Passion, Promise – Shaping our Jesuit Tradition*. This plan will play a central role in the planning and decision-making activities that take place on our campus.
With steadfast commitment to its mission and identity as a Catholic, Jesuit institution of higher learning, The University of Scranton is ready to meet its strategic challenges. Through critical reflection and conscientious discernment, the University has identified themes to frame its Strategic Plan 2005-2010. In fulfilling these themes we will, with resolute purpose and in the spirit of the *magis*, challenge ourselves.
Educational Excellence

Strategies:

• Strengthen our role and sense of purpose as a Catholic, Jesuit institution

• Clarify and articulate the relationship between the Jesuit liberal arts tradition and the character of a comprehensive university

• Explore and develop programs that increase our ability to attract and retain high quality students and enhance our academic excellence

• Plan and develop facilities that support excellence in teaching and learning

• Ensure educational effectiveness through active assessment of student learning and support services

• Expand cooperation between Student Affairs and Academic Affairs to build a fully integrated student living and learning experience

• Enrich the educational experience by providing opportunities for diversity and international and inter-cultural engagement through study, service, professional and other activities

• Commit resources to faculty enhancement in teaching and scholarship

DEMONSTRATE THE VALUE OF A JESUIT EDUCATION IN LEARNING EXPERIENCES INSIDE AND OUTSIDE OF THE CLASSROOM.
Campus Community

{ FOSTER A CARING, COLLEGIAL AND DIVERSE CAMPUS COMMUNITY COMPelled BY CATHOLIC, JESUIT IDEALS OF JUSTICE AND CONCERN FOR EACH PERSON. }

Strategies:

- Engage all members of the community in our Jesuit identity and mission
- Actively examine and improve the quality of campus life
- Ensure effective governance practices, decision-making processes and channels of communication
- Invest in our human resources with a commitment to ongoing professional development for faculty and staff
- Create an environment that nurtures the wellness – physical, spiritual and emotional – and promotes the safety of all within our community
- Promote initiatives that energize our community’s commitment to diversity
Economic Strength

STRENGTHEN OUR ECONOMIC VIABILITY THROUGH ACTIVE DEVELOPMENT AND STEWARDSHIP OF RESOURCES.

Strategies:

• Develop economic goals that are aligned with our mission

• Increase revenue through fundraising and by pursuing grant opportunities

• Enhance planning for capital improvements by linking to fundraising priorities

• Promote effective stewardship by carefully monitoring costs and optimizing our use of resources

• Monitor and modify pricing and financial aid strategies in order to preserve student access to a Scranton education

• Define and maintain our optimal levels of student enrollment
**Strategies:**

- Expand our mission-related service and educational commitment to the region
- More deeply engage students, faculty and staff in service relationships with all aspects of the community
- Increase opportunities for service linked to learning
- Enhance relationships and partnerships with local and regional leadership
- Build upon a strong foundation of support and services with the Diocese of Scranton
- Support revitalization efforts in the local area
University Planning Committee

The University Planning Committee is an advisory committee to the Vice President for Planning & Chief Information Officer. It assists in the preparation of the University’s five-year strategic plan, monitoring its implementation, and recommending changes in goals and strategies to the President and Administrators’ Conference. In addition, the committee offers input to the implementation of a University-wide strategic planning process, including the integration of the annual planning, assessment and budgeting processes.

2004-2005 Committee Membership

CHAIR: Jerome DeSanto, Vice President for Planning and Chief Information Officer
Beth Barnett, Ed.D., Provost and Vice President for Academic Affairs
Gerald Biberman, Ph.D., University Council
Vincent Carilli, Ph.D., Vice President for Student Affairs
David Christiansen, Vice President for Finance/Treasurer
Robyn Dickinson, Director of Planning, Assessment and Institutional Research
Joseph Dreisbach, Ph.D., Dean, College of Arts and Sciences
Sr. Bernadette Duross, R.S.M., Director of Ignatian Spiritual Formation and Interim Vice President for Mission and Ministries
Peter Galbraith, Executive Director of Development
Frank Homer, Ph.D., Faculty Senate
Patrick Leahy, Executive Assistant to the President and Interim Vice President for Institutional Advancement
Richard Passon, Ph.D., College of Arts and Sciences
Edward Steinmetz, Associate Vice President for Finance
Susan Trussler, Ph.D., Kania School of Management
Jo Ann Usry, Director, Office of Equity and Diversity
William Wallick, Ph.D., Panuska College of Professional Studies
Rhonda Waskiewicz, Ed.D., Associate Dean, Panuska College of Professional Studies
Kathryn Yerkes, Planning & Policy Analyst