

Strategic Plan 2025: Design and Development

Scope: To produce the University's next campus-wide strategic plan for 2025 and beyond. Grounded in our Catholic, Jesuit mission and values, the plan will set institutional strategy & goals, frameworks/objectives to meet those goals, and outcomes and targets to evaluate progress and demonstrate success. The current strategic plan (*Our Core, Our Community, Our Commitments*) is scheduled to conclude in May 2025.

Context: The University launches this strategic planning phase at a time of rapid institutional change. Over the last several years, our faculty, staff, and leadership profile has changed considerably. Many new academic programs, both on-campus and via distance modalities, have been introduced. Undergraduate enrollment has returned to pre-Pandemic levels. Online graduate programs are declining, but campus-based graduate enrollment is rising, driven largely by international students. Our students are increasingly diverse, including rising numbers of first-generation students. Financial pressures remain, many amplified post-Pandemic. Several large-scale institutional projects will intersect with a new strategic plan, including our current Capital Campaign: A Fire That Kindles Other Fires; new structures for institutional diversity, equity, and inclusion planning; and environmental stewardship planning through the Laudato Si 'initiative. Academic renewal activities, including the review of the general education curriculum, will also have planning implications. The University conducted an extensive market research effort just before and during the Pandemic, and a recent large-scale academic environment scanning project has been utilized to guide academic program development. We are well-positioned to use data from recent and upcoming student surveys and other assessments, including our 2019 MSCHE self-study. Given these inputs, we have an opportunity to leverage our emerging knowledge base and major initiatives, coupled with fresh examination of relevant external trends, to allow for a more streamlined strategic planning process. *Such a process must, however, maintain our mission-focused commitment to creating opportunities for meaningful campuswide participation and input.*

Process: Coordinated through the Office of Planning & Institutional Effectiveness and stewarded by the representative University Planning committee (UPC), the University has maintained a long, mission-rooted commitment to a highly engaged and participative planning process. Our integrated planning model remains the central framework for the integration of strategic planning into other levels of the organization, and ongoing assessment of all planning efforts. *Although the fundamentals of this model remain, recent assessment of our planning process points to a need to reimagine our activities to create better opportunities for collaboration. In addition, input from the campus community suggests the imperative to craft a fresh, forward thinking shared vision as part of the planning process.*

Leadership: The planning process has traditionally been led by the chair of the UPC, currently the Provost and Senior Vice President for Academic Affairs. The committee serves as a steering committee for the plan's development and implementation. The Assistant Provost Planning & IE, reporting to the Office of the Provost, manages the overall planning process and serves as project and communication manager for each strategic plan, progress reporting, and key contact/support office for working groups and committees. *Recent assessment of our planning process challenges us to consider how best to establish clear assignments for ownership, centers of responsibility, and accountability across plan goals and objectives.*

Timeline: With preliminary planning and early foundations in fall 2023/spring 2024, the process will embark in full during the summer and fall of 2024. Key anticipated milestones are detailed below.

Complete by	Strategic Planning Milestone
Fall 2023	
December	Preliminary Planning Discussions – Approach, Context, and Intersections
Intersession & Spring 2024	
February	Presentation of Strategic Plan 2025 Approach Design to UPC and President’s Cabinet
February/March	UPC Discussions: Mission and Planning; Plan for Spring Campus Input Provost and Assistant Provost Planning meet with Members of President’s Cabinet to discuss current/emerging Divisional and College Planning Priorities, opportunities, strategic questions.
March – May	Faculty/Staff Issues & Priorities Survey (includes reflection on planning process, and current strategic plan progress). UPC reviews survey input; discussions around mission and planning connections continue. Other constituency discussions/input: meetings with Student, Faculty and Staff Senates; May Faculty Forum.
May 10	Current Strategic Plan Update and New Plan Process Update to Board of Trustees
June – July	Board of Trustees Issues & Priorities Survey (mirrors questions included in Faculty/Staff survey). Planning Office Collation of Spring, Summer Input and Discussions – Preliminary Plan Scope/Themes/ Emerging Themes
August TBD	Planning Retreat – Discussion of Preliminary Scope/Themes/Priorities; Prep for fall campus engagement. <i>Planned retreat was postponed in light of transition in Provost leadership.</i>
Fall 2024	
September	Planning Office Collation of Spring, Summer Input and Discussions – Preliminary Plan Scope/Themes/ Emerging Themes presented to President, Provost, and UPC
October	UPC review of preliminary plan document. Reconsideration of environmental trends/ opportunities/challenges. Alumni Society Board of Governors discussion/input. Campus Open Forums and other meetings – establishing shared vision.
November	UPC review, discussion continues. Revisiting of environmental trends, recent campus assessments.
December	UPC review, discussion continues. UPC reflection on status of planning process and recommended next steps/timeline. Update to President, reflection on status/next steps. Updated timetable prepared.
Intersession 2025	
January	Update to Strategic Planning timeline for spring to fall 2025, to include targeted discussions on (1) shared vision, and development of new vision statement, (2) crosswalk of emerging top planning priorities to current strategic plan, and (3) extension of planning timeline through fall 2025. Preparation of above materials for presentation to, endorsement by UPC, President’s Cabinet.

Spring 2025

February – May

UPC continues discussion: review of campus input, emerging themes and directions.
Draft vision direction/statement development underway.
2020-2025 Strategic Plan: UPC identifies final stretch priorities; ideas to transition to next plan.

Summer/Fall 2025

June - August 30

Continued strategic plan development (2026-2030). Summer planning retreats. Planning office builds plan implementation framework.

September – November

Continued strategic plan development (2026-2030). Draft plan materials presented to campus community for input and feedback.

November/December

Final 2026-2030 plan proposed by UPC, President's Cabinet. Submitted to Board for approval.
Implementation Teams & other operational supports established.
Announcement and Official Launch of new Strategic Plan.