2015-2020

THE **SCRANTON** PLAN

Engaged Integrated Global

STUDENT EXPERIENCE

THE UNIVERSITY OF SCRANTON

A **MESSAGE** FROM THE **PRESIDENT**

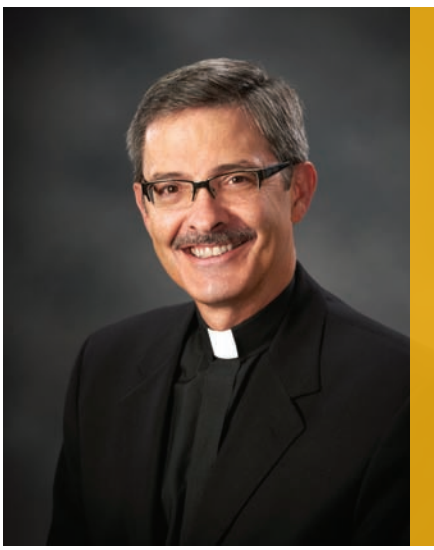
Developed through campus-wide collaboration and engagement, **The University of Scranton Plan: An Engaged, Integrated, Global Student Experience** was unanimously approved by the University's Board of Trustees in May of 2015.

The Plan is grounded in principles of affordability, assessment, efficiency, innovation, excellence and community. While it builds on our University's strengths, the Plan's themes — engaged, integrated, global — challenge the University to adapt and evolve. The three, interconnected themes provide an opportunity for members of the University community to work together to implement the Plan's goals and objectives.

Unlike many other strategic plans you will see, The Scranton Plan is distinctively focused on the lives of our students both inside and outside of the classroom. The aspirational goals and objectives of our Plan outline new ways to cultivate learning experiences for students that are not just formative, but also transformative. We will integrate and improve curricular and co-curricular opportunities, strengthen our domestic and global market position and reach, and deepen our commitment to mission through academics, service and outreach.

The Plan that we have created together expresses our hopes and dreams for The University of Scranton and answers any who might wonder if Scranton is up to the many challenges that face higher education into the future. At the core of this Plan is the Catholic, Jesuit context that gives meaning to who we are and what we do, inspiring us to live out our shared commitment to students.

Our hard work now is to put the Plan into action. I invite you to join us in this exciting endeavor.



Kevin P. Quinn, S.J.

KEVIN P. QUINN, S.J.
President
The University of Scranton

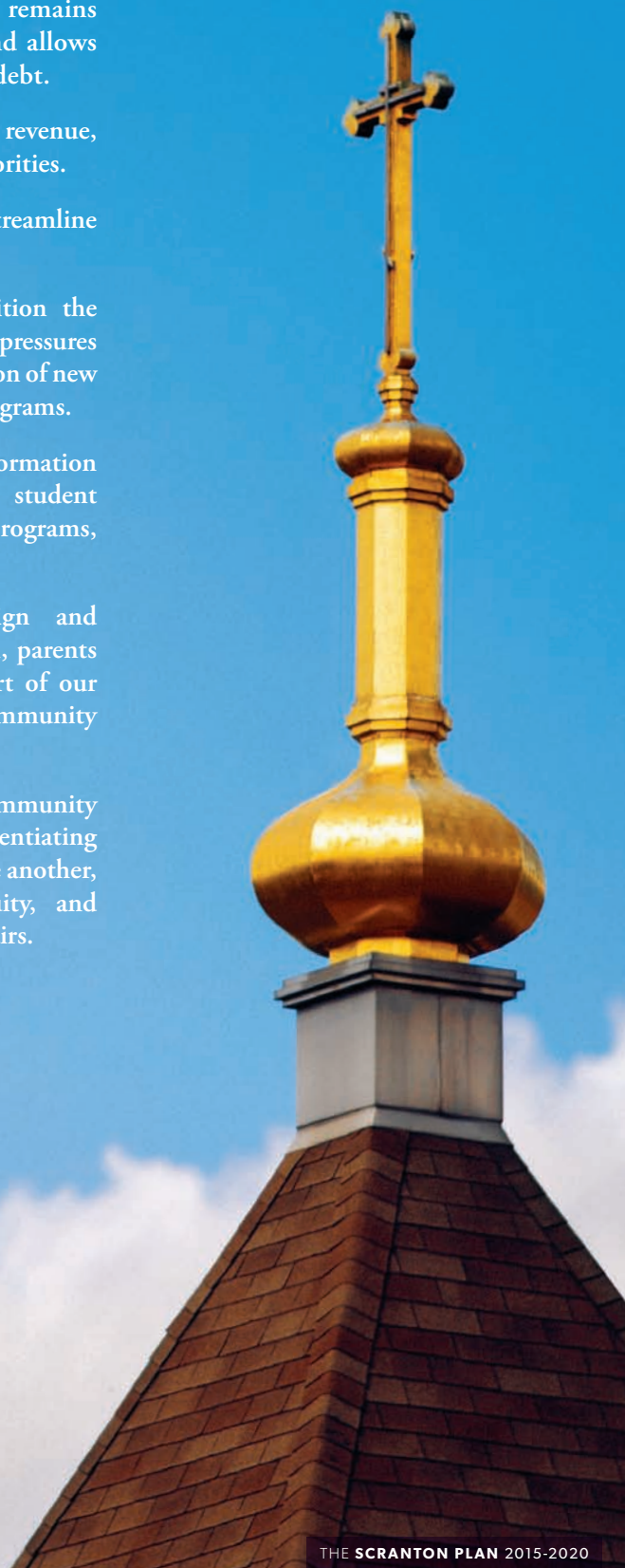
"An authentic faith always implies a deep desire to change the world."
— Pope Francis
NOT WHERE I BREATHE, BUT WHERE I LOVE I LIVE
PATRICK & MARGARET DENAPLES CENTER
JACQUELIN DIONNE
NAPLES GREEN

INSTITUTIONAL PLANNING **PRINCIPLES**:

CREATING A **SUSTAINABLE ENVIRONMENT** FOR THE **ENGAGED**, **INTEGRATED**, AND **GLOBAL** STUDENT **EXPERIENCE**

Concentrating on the student learning experience includes consideration of areas that lie outside of the direct academic and residential life of students. In order to address this wider context and to establish and clearly articulate these links, the Strategic Plan is grounded in the following principles:

- Ensure that a University of Scranton education remains cost competitive to our student target market and allows families to avoid the burden of excessive student debt.
- Implement a new business model that increases revenue, reduces costs and is directly guided by strategic priorities.
- Use existing best practices and technologies to streamline and modernize operations and to lower costs.
- Transform administrative structures to best position the University to respond to opportunities and market pressures based on our strategic priorities, including the creation of new programs and the regular assessment of existing programs.
- Cultivate assurance of learning and student formation through continuous assessment to improve student achievement, retention, satisfaction, educational programs, and the financial practices that support them.
- Ensure that the University's capital campaign and development efforts, including outreach to alumni, parents and friends, work in concert with and in support of our strategic priorities, and that the entire University community is engaged in supporting this effort.
- Preserve and strengthen the University's sense of community as one of our most valued assets and a core differentiating characteristic, emphasizing genuine concern for one another, transparency, communication, engagement, equity, and shared governance in the conduct of University affairs.



WHY THE UNIVERSITY OF SCRANTON PLAN?

BECAUSE WE ARE A **CATHOLIC, JESUIT UNIVERSITY.**

"Being 'Catholic, Jesuit universities' is not simply one characteristic among others but is our defining character, what makes us to be uniquely what we are..."

The Jesuit, Catholic Mission of U.S. Jesuit Colleges and Universities, AJCU

BECAUSE **OUR STUDENTS COME FIRST**. AND WE EXPECT MUCH FROM THEM.

"For a Jesuit university should ask more of its students by challenging them to make Ignatius' charge — his notion of service — their own. Jesuit educators can do this by shaping not just what students know, but who they become: men and women of adult faith, of competence, for and with others. This is the Jesuit difference."

— Kevin P. Quinn, S.J., *President*

BECAUSE WE KNOW THAT, TO BE SUCCESSFUL, **WE MUST BE DISTINCTIVE.**

"We need to look at what should remain constant but also what needs to change to stay competitive."

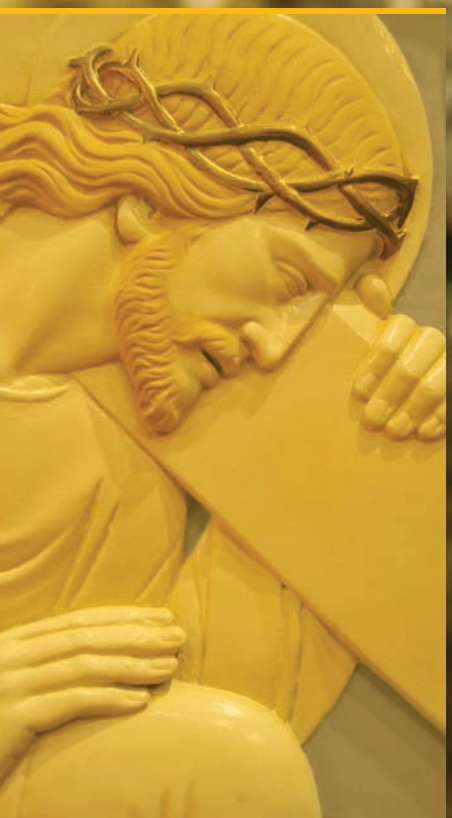
— Donald Boomgaarden, Ph.D., *Provost/Senior Vice President for Academic Affairs*

STRATEGIC PLAN THEMES

ENGAGED | INTEGRATED | GLOBAL

Because we believe that a transformational education is one that is **engaged, integrated and global,** The University of Scranton will:

- Implement diverse opportunities for students to be ***engaged*** in transformative and reflective academic, social, spiritual and service-oriented experiences that are intentionally designed to develop their knowledge and skills while challenging them to be men and women of faith and service to their communities.
- Deliver transformational educational experiences through ***integrated*** teaching, learning, scholarship, and formation opportunities across disciplines, programs, and co-curricular experiences, within a culture of innovation, assessment, and continuous improvement.
- Provide opportunities for students to be immersed in academic, moral, and spiritual learning that cultivates reflection, discernment and action in a ***global*** context and within a multicultural learning environment.



"The Engaged goals and objectives emphasize the importance of the holistic and formative development of students so that they will fully realize their unique gifts and talents and in turn be inspired to contribute as men and women for and with others."

— **ANITRA McSHEA, Ph.D.**
Vice Provost for Student Formation & Campus Life

ENGAGED

We will form men and women for and with others, providing education shaped by the service of faith and the promotion of justice, and emphasizing the development of adult faith.

- Prepare students to articulate the content of and reasons for their faith and make connections among faith, reason and the demands of justice.
- Offer forums for debate and exploration of current issues important to the University, Church, and society.

We will challenge students and the University community to engage with the stark realities of the world.

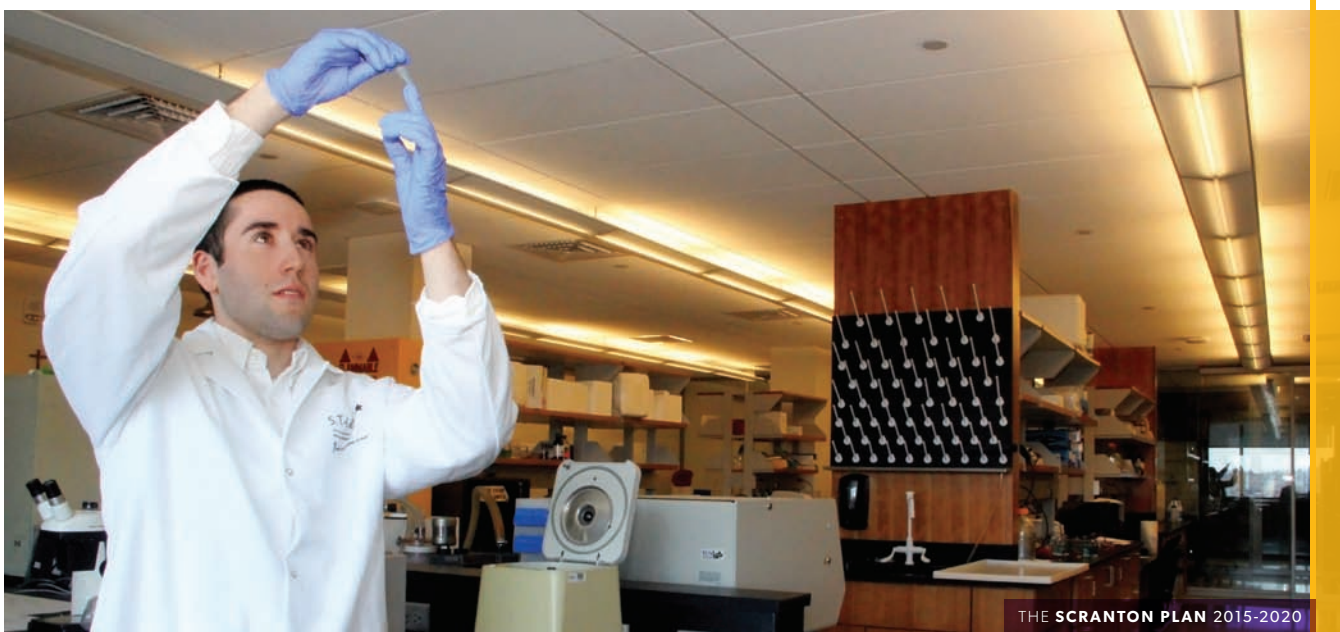
- Offer community-based learning and service-related curricular experiences that give students a way to learn about common challenges and problems facing humanity.
- Embolden members of the University community to understand and develop a commitment for people who live and work in poverty, illness, inequality, hopelessness, and other social disparities.
- Consider and explore the creation of a Center for Community-based Learning that coordinates these activities and provides development and support resources for the University community.

We will inspire students through academic experiential opportunities that promote immersion and reflection.

- Develop experiential learning as an area of excellence for undergraduate and graduate education by developing quality internship, co-op, and other experiential learning opportunities for students to engage and reflect on the world and their professional choices.
- Build defined and structured points of access to enable students to benefit from meaningful mentoring relationships with our distinguished alumni or others identified by alumni, faculty and staff.

We will commit ourselves to remaining an affordable, accessible education that meets the needs and addresses the challenges of students from enrollment to graduation and beyond.

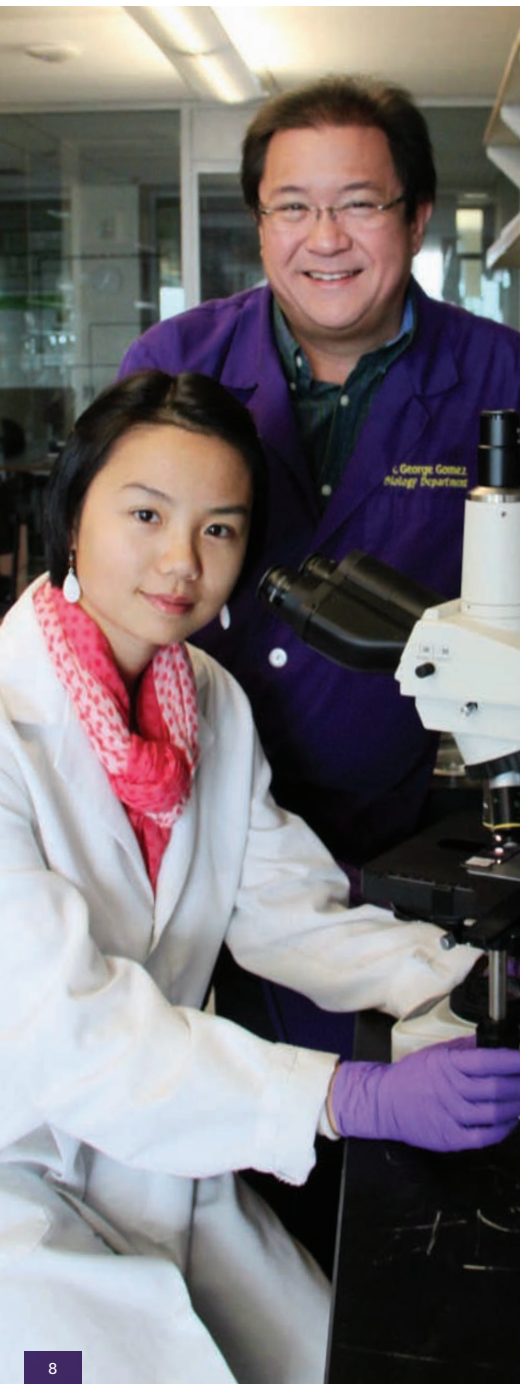
- Implement new and bold strategies and initiatives developed through the University's Comprehensive Resource Review, strategic enrollment planning and related activities to provide access to an affordable Scranton education, with special emphasis for students in our local region.
- Provide expanded and more flexible ways for students to study at the University throughout the entire year (i.e., summer and intersession) through the use of technology and additional course offerings in areas deemed appropriate by colleges.
- Develop and implement a comprehensive and cohesive system to monitor and improve retention and graduation rates.
- Engage with the broader Jesuit university community (AJCU) to identify opportunities to enrich our students' academic experience, while gaining economic benefit for the University as a whole.
- Strengthen our career services capabilities to enhance the outcomes of our graduates as they begin their careers or pursue graduate- or doctoral-level education.



"We want our students to be transformed, not just taught a collection of courses."

— **MICHAEL MENSAH, Ph.D.**
Dean, Kania School of Management

INTEGRATED



We will facilitate the formation of students by developing a more holistic and cohesive academic and co-curricular learning experience that is marked by coordinated residential, social and athletic activities and by strong and integrated spiritual, career, and other academic and student support services.

- Establish vibrant residential learning communities that promote the academic, social, and personal learning and development of students.
- Facilitate coordinated learning, leadership and engagement opportunities beyond the classroom to form students who strive for excellence through thoughtful analysis and reflection.
- Strengthen and streamline academic advising and student support services, integrating access to these resources with career services and personal development offerings, to create a community of support that enables students' individual success.
- Ensure that the necessary infrastructure for our athletic programs is developed, supporting our varsity student athletes, as well as students who participate in recreational and intramural sports activities.

We will integrate the use of transformative pedagogies across the curriculum to promote student engagement through the synthesis of knowledge in its many forms, collaboration with others in the development of understanding, and reflection on questions of meaning.

- Engage students in learning in all areas of human knowledge, being challenged to think critically and rigorously about the nature of information, via a range of coursework in general education, their major, and related co-curricular activities.
- Support and recognize faculty creativity, exploration, and innovation in teaching.
- Leverage existing technologies and invest in connective technologies that support student learning and transformative pedagogy.
- Encourage faculty to model reflection on questions of meaning and to engage students in applying disciplinary research methods to campus and community problems, actively connecting academic inquiry with social issues.

We will embrace the shared joy of discovering and communicating knowledge and will value rigorous participation in academic inquiry as an integral part of the search for truth.

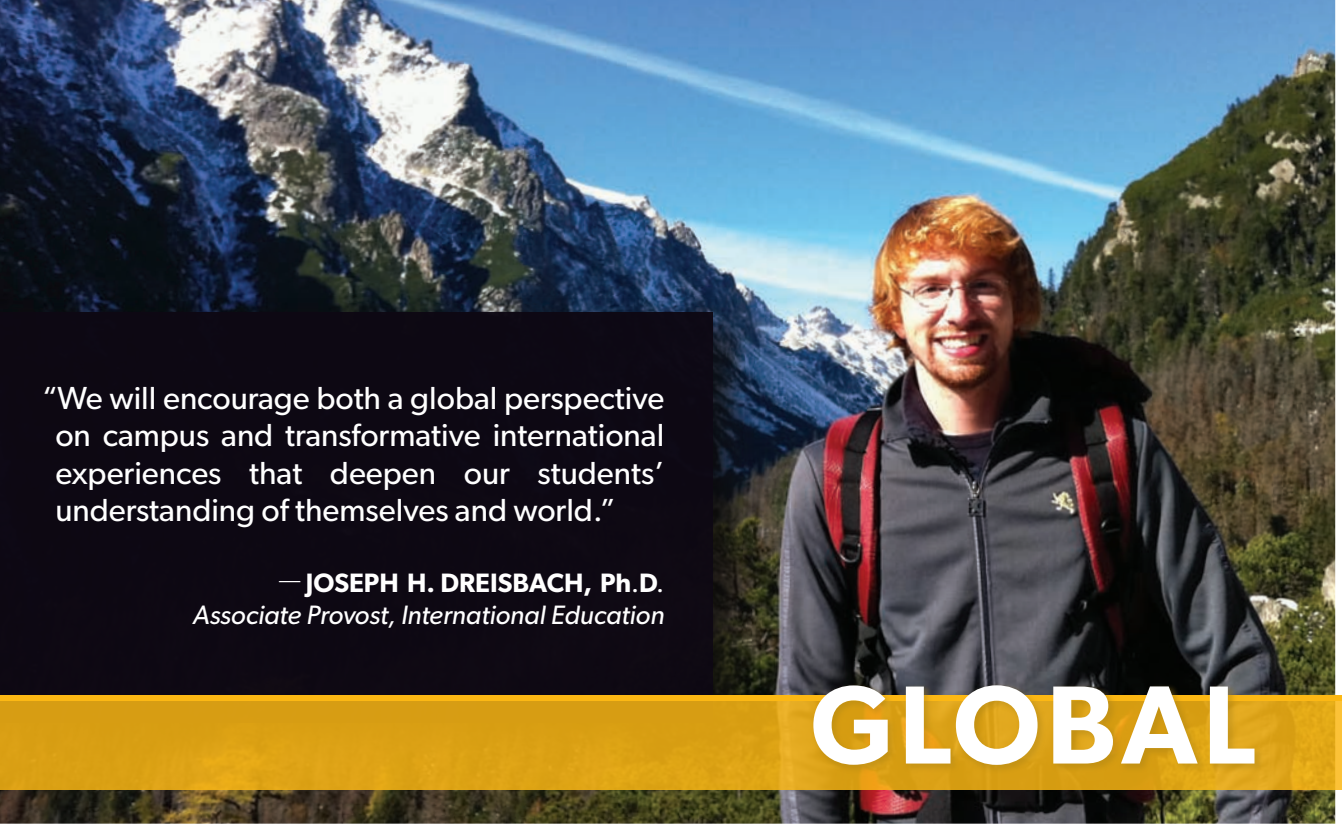
- Support and invest in our students' progressive participation in scholarly research conversations, from observers and apprentices to contributors and creators of knowledge.
- Support faculty research in all disciplines with robust access to scholarly information, tools, and resources, and examining the processes by which knowledge is created, shared, evaluated, and revised.
- Promote partnerships with other Jesuit colleges and universities to increase opportunities for faculty and students to interact and collaborate with researchers across the country and around the world.

We will use input from our faculty, our students, and those who support them to encourage the development of new mission-driven and market sensitive programs and courses.

- Implement a more comprehensive approach to reviewing current programs by linking academic program reviews with financial and market analyses.
- Develop outstanding undergraduate and graduate degree and certificate programs in carefully selected areas to be delivered with the best technological support.
- Create, where appropriate, innovative graduate programs that integrate seamlessly with undergraduate education.
- Provide lifelong learning opportunities to our alumni and other adult populations, especially the underserved, in keeping with the University's mission.

We will embrace an integrated approach to the improvement of student learning and formation.

- Implement a comprehensive plan for the assessment of student learning at all levels, encouraging faculty and those supporting the learning process to develop assessment activities that deepen learning and contribute to student formation.
- Invite and inspire students to reflect upon and assess their own learning and development, empowering them to observe, participate, and delight in their own transformation.
- Conduct community-driven assessment, reflecting as a group on the state and progress of the University as a whole.



"We will encourage both a global perspective on campus and transformative international experiences that deepen our students' understanding of themselves and world."

—**JOSEPH H. DREISBACH, Ph.D.**
Associate Provost, International Education

GLOBAL

We will present students with curricular opportunities and academic programs that lead them to the learning outcomes that form the vision of global learning at The University of Scranton.

- Establish a standing University committee, which includes faculty, staff and students, to develop and implement a global learning profile for students demonstrating the global character of their Jesuit education.
- Engage the Faculty Senate and academic departments to identify and modify areas of the curriculum, including general education, to promote a global and multicultural teaching and learning environment.
- Develop innovative approaches to promote international language learning as an integral component of students' global education.
- Develop and implement policies and financial support practices that promote faculty development in global learning, increasing faculty participation in international seminars, conferences, collaborative research and scholarship, teaching and service.

We will enhance global engagement by developing interdisciplinary strategic partnerships with international universities and other international organizations.

- Execute a feasibility study for the University entering the Bologna Process as a partner institution.
- Develop a functional set of faculty and student exchange programs that are sustainable and effective and that facilitate cross-cultural regional, national and international cooperation.
- Establish a set of partnerships, starting with select Jesuit and other Catholic international universities, to foster consortium agreements, including double diploma, dual degree and other exchange programs.
- Develop an international career recruiting component that will also include an international internship program.

We will build opportunities for every student's learning experience to include engagement in an international arena.

- Encourage more students to learn in a global setting by establishing and integrating study-abroad options into every academic program and by promoting study abroad in short and intermediate sessions, especially during January and summer.
- Develop new courses that incorporate a traditional study-abroad component, or establish a virtual international presence using global partners and technology, allowing faculty and students to study and conduct research in an international learning environment.
- Advance the University's international service and immersion trips so that all students become aware of and engage in the stark realities of our world.
- Establish a permanent University of Scranton presence in another country and culture, while still being linked to our Catholic and Jesuit community.

We will organize existing resources to provide an administrative structure that promotes, coordinates, and supports global initiatives that will develop across the University.

- Integrate existing structures and resources into a new Center for Global Studies that serves as a liaison for internal and external communities, oversees academic programs with international characteristics, coordinates appropriate resources, plans and policies, and promotes broad collegial engagement in curricular and co-curricular programming.
- Form an operational working group to design and implement a support structure for international students and faculty, including an enhanced International Student and Scholars Office.
- Design and maintain a sustainable development program to support the faculty who engage in global teaching and learning, scholarship and service.

We will be recognized for our internationally diverse body of students, faculty and staff and will be characterized by a well-developed interdisciplinary, global awareness that is integral to our academic and social structure.

- Improve the University's competitiveness in recruiting and retaining undergraduate and graduate international students by improving our financial support and student transfer processes.
- Initiate faculty recruitment strategies that facilitate globalization in teaching, research and curricular development, and strategies to attract culturally diverse faculty and staff who will contribute to and enrich a more globalized campus community.
- Identify and implement those support systems deemed critical to the recruitment and retention of international students, faculty and staff, including an ESL program and social structures, programs and learning communities that support culturally diverse populations and facilitate cross cultural interactions.

"The real measure of our Jesuit universities lies in who our students become."

— VERY REV. PETER-HANS KOLVENBACH, S.J.
Superior General of the Society of Jesus (1983 - 2008)

OUR **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 in 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 in its life.

OUR **VISION**

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**.

FOR MORE INFORMATION, VISIT
SCRANTON.EDU/STRATEGICPLAN

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SCRANTON
A JESUIT UNIVERSITY

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