

The enduring
power
of a *shared* vision



2005 – 2010 Strategic Plan

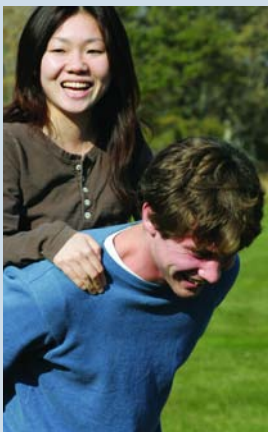
Message from the President

Salve Regina is a leader among small Catholic institutions of higher education.

This leadership status is the result of dedicated efforts of all members of the University community. The progressive development of the University and the successful implementation of the first phase of our Strategic Plan have enhanced Salve Regina's national reputation. One example of this is the selection of the University as one of only ten national participants in the Integrative Learning Project sponsored jointly by the Association of American Colleges and Universities and the Carnegie Commission.

The stated objectives for 2005- 2010 are the result of the work of the University community over a two-year period. These objectives and strategic initiatives serve as a guide as the University further develops its unique teaching and learning environment. As the University proceeds with Phase II of the Strategic Plan, annual operating plans will reflect these institutional objectives and strategies.

The mission of Salve Regina, complemented by the shared vision of members of the University community, serves as a blueprint for all planning and collaboration. I am confident that Salve Regina University will continue to maintain a charted course for academic and moral excellence, and graduate men and women who will help to make our world a better place.



M. Therese Antone, RSM

February 2005



MISSION

As an academic community that welcomes people of all beliefs, Salve Regina University, a Catholic institution founded by the Sisters of Mercy, seeks wisdom and promotes universal justice.

The University, through teaching and research, prepares men and women for responsible lives by imparting and expanding knowledge, developing skills and cultivating enduring values.

Through liberal arts and professional programs, students develop their abilities for thinking clearly and creatively, enhance their capacity for sound judgment, and prepare for the challenge of learning throughout their lives.

In keeping with the traditions of the Sisters of Mercy, and recognizing that all people are stewards of God's creation, the University encourages students to work for a world that is harmonious, just and merciful.

VISION STATEMENT

That Salve Regina University, known as a Catholic university of distinction, will continue to graduate men and women who, as responsible citizens of the world, will positively impact the intellectual, spiritual and cultural life of their communities.

GOALS

Create a vibrant learning community that generates new standards of academic excellence and is charged with intellectual challenge, diversity of thought and centrality of purpose.

Witness the core value of mercy through an institutional commitment to the service of others.

Maintain a program of effective stewardship and enhancement of institutional resources.



2005 – 2010

UNIVERSITY OBJECTIVES

As a Catholic university, Salve Regina will have a national and international reputation and offer a unique higher educational experience that fosters the Mercy tradition of service learning.

The practice of the virtue of mercy will permeate campus life.

Faculty and students will be proactive and demonstrate high levels of civic engagement concerning local, national and international issues.

The Pell Center will be widely known and respected for its efforts to promote issues critical to the well-being of society and global security.

The University's academic programs will be characterized by experiential, interactive learning that utilizes distinctive teaching methods.

Faculty, staff and students will possess sufficient technological competence to support a vibrant learning community.

The University will include persons who contribute to the cultural and ethnic diversity of the community.

The University will achieve a rate of student retention that meets or exceeds the national norm.

Grants and funding to support annual operations will be 5% of the operating budget.

The endowment will reach \$50 million.





Strategic Initiatives

Promote more effectively the Catholic identity of the University and assume a position of leadership among small comprehensive Catholic institutions of higher education.

Foster campus-wide responsibility to communicate our core characteristics of community, integrated learning, service and moral responsibility.

Continue to advocate that all faculty, staff and students understand and practice the virtue of mercy.

Provide increased funding for faculty who are actively engaged in personal and professional development and expand professional development opportunities for all staff.

Use the Academic Program Review to strategically examine programs and inform long-range academic and budget planning.

Establish throughout the University an ongoing process of assessment that involves continuous evaluation of learning outcomes and addresses institutional effectiveness.

Implement a multi-year plan to update and enhance technology infrastructure and applications for academic, administrative and network computing.

Establish a communications, teaching and learning center to support the ongoing development of the academic community.

Initiate an electronic portfolio for students that will help integrate the core curriculum requirements with all other aspects of the educational experience.

Integrate into the learning experience expanded opportunities for students to increase their knowledge of global issues and to become responsible citizens.

Plan Pell Center activities to provide enriching and unique academic experiences for the campus community.

Use academic programming to help attract a more diverse student population while increasing initiatives that will add diversity among faculty and staff.

Maintain and actively promote an integrated wellness program for the University community.





Provide opportunities for all students to engage in co-curricular activities as part of their educational learning experience.

Implement a shared, campus-wide communications initiative to foster collaboration among academic departments, faculty and staff to consistently articulate University values both internally and externally.

Increase the FTE undergraduate student enrollment to 2,500 by increasing the enrollment of non-traditional students.

Increase FTE graduate student enrollment to 600.

Renew and intensify comprehensive fundraising efforts and increase grant applications to help meet capital and annual institutional needs.

Continue to promote planned giving to increase support for student aid.

Advance initiatives to make significant educational contributions to the City of Newport, the State of Rhode Island and the Nation.

Improve and expand space to support academic programs:

Renovate Wetmore for academic use.

Renovate and expand O'Hare Academic Center.

Renovate Mercy Hall.

Negotiate the use of the Casino Theater.

Campus Development – long range

Add a third floor to O'Hare Academic Center.

Build a campus Spiritual Life Center.

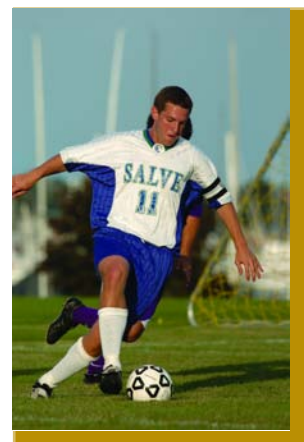
Create a student center with the capacity to support all student organizations and related activities.

Establish an attractive Campus Visitors' Center.

Build an off-campus field house for intercollegiate, intramural and recreational sports use.

Renovate, expand and improve student housing.

Purchase property currently leased by the University.





 Salve Regina UNIVERSITY

Salve Regina University Office of Mission Integration and Planning