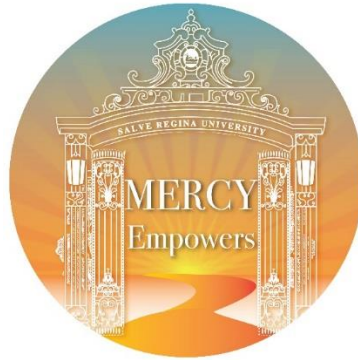


Salve Regina University Strategic Plan, 2016-2019



The Vision

The world desperately needs a new kind of leadership – one predicated on a willingness of leaders to turn empathy into action, to walk with others through the challenges of our world, and to empower others. Mercy captures these characteristics of leadership.

As a premier Mercy institution, Salve Regina University offers an education that is built on the power of Mercy to change the world. We challenge our students to achieve academic excellence through disciplined development of skills and knowledge, and to cultivate the spirit of Mercy within themselves – to see, to care, and to act for the good of others.

Mercy empowers.

In order to manifest this vision and fulfill its promise, we commit to the following priorities:

Transformational Priorities

- ❖ We Will Improve the Level of Academic Excellence
- ❖ We Will Become a Community of Greater Diversity
- ❖ We Will Create Community Engagements that Empower our Partners and Ourselves

Enabling Priorities

- ❖ Financial and Human Resources are Directed by Transformational Priorities
- ❖ Internal and External Communications are Directed by Transformational Priorities
- ❖ Facilities and Technology are Directed by Transformational Priorities

Academic Excellence

We will improve the level of academic excellence.

Preamble: Our University culture needs to change for us to achieve this priority. All academic areas and initiatives must align with the vision and the Mercy mission of the institution.

Faculty Support

- An excellent faculty is integral to the success of the mission and vision of Salve Regina and the University commits to giving the faculty the resources and autonomy necessary to be successful and fulfilled.

Student Support

- Promote student success by eliminating administrative obstacles that inhibit the pursuit of academic excellence.
- Enable student academic support services to more effectively support students as they strive to excel.

Teaching and Learning

- Align teaching and learning practices (including technology) and pedagogies with current and future student populations.
- Realize the commitment to meet incoming students where they are.
- Invest in teaching practices that promote learning for a diverse student body.
- Help faculty develop partnerships both within and beyond the campus community to spur innovative approaches to teaching and learning.

New Programs and Initiatives

- Foster new programs and initiatives that promote academic excellence, that are consistent with the University's mission and vision, that we have capacity to develop, and that respond to market opportunities.

Existing Programs

- Evaluate alignment of existing programs with promotion of academic excellence, mission, vision, and value; align existing programs to add value in new ways.
- Evaluate existing programs based on our values, Mercy identity, market niche, job placement potential, and personnel.
- Conduct academic program assessment and evaluation with an eye towards eliminating under-performing programs.

Co-Curricular

- Integrate/coordinate events and programs across campus with the formal academic program.
- Integrate Mercy Critical Concerns into events and programs across campus.
- Align the Center for Student Development more closely with the Mercy mission.
- Create a four-year, developmental, co-curricular program centered on a social change model of leadership.

Greater Diversity

We will become a community of greater diversity.

Preamble: Our campus community must look more like the United States at large. We need to abandon any preconceived notions about the possibility of success based on how people look or talk or dress. Embracing and celebrating diversity is a manifestation of our Mercy identity.

Enrollment

- Develop effective strategies and targets for increasing underrepresented populations.

Leadership

- Develop effective strategies and targets for increasing diversity among the University leadership, including Trustees.

Workforce

- Develop effective strategies and targets for increasing diversity across the University workforce.

Programs

- Create programs, curriculum, and co-curricular offerings that provide a more welcoming environment for a more diverse population.

Curriculum

- Encourage/foster/promote the success of all students who come to us.
- Meet the academic needs of disadvantaged and underrepresented students.
- Address biases, assumptions, and blind-spots and prejudices in teaching philosophy and practices.
- Increase diversity (socio-economic, race, religion, gender) in the curricular offerings.

Community Engagement

We will create community engagements that empower our partners and ourselves.

Preamble: We commit to greater intentionality in our community engagements. We will be recognized as a national leader in community engagement.

Reinvigorate Model

- Create a hub to promote and coordinate community engagement and reflection at all levels of the University.

Partnerships

- Create and enhance strategic partnerships based on mutual advantage to further the mission of the University.

Financial and Human Resources

The University's financial and human resources are directed by transformational priorities.

Preamble: We will develop the right resources – both financial and human – to achieve our transformational priorities.

New Revenues

- Increase revenues from both operations and fundraising to achieve transformational priorities.

Cost Control

- Identify areas for cost control/reduction to free up resources to invest in transformational priorities.

Processes and Structures

- Create a more participatory and transparent budget process.
- Create an Innovation Fund to further the transformational priorities.

Internal and External Communications

Internal and external communications are directed by transformational priorities.

Preamble: We recognize the need to improve communications and inter-personal dynamics. Achieving our vision requires meaningful communication, transparency, and information sharing. Success depends on greater development of facilitative leadership and collaboration.

Brand and Identity

- Create a strong, distinct brand built on the mission and vision presented in this Strategic Plan and execute it.

Communications

- Create means and practices for better internal communications across campus.

Marketing

- Develop an aggressive, consistent, and unified marketing campaign, built on the Salve brand, and resource it adequately.

Facilities and Technology

Facilities and technology are directed by transformational priorities.

Preamble: We commit to aligning facilities and technologies use and acquisition with the vision and the needs of the community.

Facilities

- Create a comprehensive campus master plan, including academic, residence, administrative, and athletic facilities.
- Through thoughtful and careful planning, acquire new and repurpose existing facilities.
- Require undergraduate students to reside in University housing for three years.

Technology

- Adopt a philosophy and practice of Information Technology based on service to the needs of our faculty, students, and staff and is aligned with the mission and vision.
- Assure that the new leadership in Information Technology participates in all significant University decisions.

Sustainability

- Consistent with Mercy ideals, sustainability will be a guiding principle in the acquisition, use, and management of University properties.