

**Academic Affairs**  
**2019 Goals**

**1. Develop Academic Vision and Strategy**

Related Strategic Imperative: Academic Excellence, Greater Diversity

Outcome: Creation of academic master plan and narrative

**2. Increase Quality of Academic Program**

Related Strategic Imperative: Academic Excellence, Financial/HR, Community Engagement, Facilities and Technology.

Outcomes: Setting a strategic direction for graduate/continuing education and professional development programs, formalize partnership with an OPM to launch an online RN to BSN via a revenue share model, develop and implement project plan for assessment of the core curriculum., pilot curriculum mapping for information literacy.

**3. Increase Operational Efficiencies**

Related Strategic Imperative: Financial/HR and Facilities and Technology

Outcomes: Cost savings due to controlling class size and strategic scheduling of courses, easier access to forms and streamlined processes that enhance reporting of student outcomes.

**4. Strengthen Academic Student Support Services and Retention**

Related Strategic Imperative: Academic Excellence, Student Transformation, Finance/HR

Outcomes: Hire first year advisor, assess and develop a plan for improving ACE, create a blueprint for integrated student services, implement retention software, develop a formal plan for cultivating Pell Honors program student applications for prestigious fellowships, create graduate student culture of community and communication.

**5. Increase Development and Promotion of Faculty**

Related Strategic Imperative: Academic Excellence, Leadership Development and Greater Diversity

Outcomes: Hire external undergraduate talent for key leadership roles in business, ADJ, Education, Nursing and undergraduate dean positions, hire graduate faculty in mental health counseling, develop thought leadership program with faculty, establish processes for faculty manual changes and update faculty manual, increase communication and innovative ideas between provost office and faculty, create clearer expectations for promotion and tenure.

**6. Prepare Successful Specialized and Regional Re-accreditation**

Related Strategic Imperative: Academic Excellence

Outcomes: Successful re-accreditation for Art, DNP, and for Business, self-study preparation for RIDE, CACREP and NECHE.

**7. Enhance Cross-Campus Collaboration**

Related Strategic Imperative: Internal and External Communications, Academic Excellence, Student Transformation

Outcomes: Develop compelling academic narratives with URA, integrate donor strategy with academic strategy, build and implement thought leadership campaign with URA and target marketing for CHP, implement revenue share model for RN to BSN, better integrate Pell Center activities with Pell Honors program.

**8. Increase External Partnerships and Community Engagement**

Related Strategic Imperative: Academic Excellence, Community Engagement

Outcomes: Develop 2+2 articulations with community colleges, additional 3+2 in engineering, additional int. exchange partnerships, industry sponsorship of academic programs or professional development/certificates.

**9. Meet Academic Affairs Budget**

Related Strategic Imperative: Finance and HR

Outcomes: Balanced budget

**Pell Center for International Relations and Public Policy**  
**2019 Goals**

1. **Goal:** Increase external financial support for on-going programs at the Pell Center.

**Outcome:** The Pell Center will have the resources it needs to execute its planned activities.

**Related Priorities:** We Will Improve the Level of Academic Excellence; Financial and Human Resources are Directed by Transformational Priorities.

2. **Goal:** Enhance the Pell Center and its fellows' reputation for scholarship and thought-leadership on important issues.

**Outcome:** The reputation of the Pell Center and Salve Regina University as both a thought-leader and community partner on a wide array of public issues will be enhanced.

**Related Priorities:** We Will Improve the Level of Academic Excellence.

3. **Goal:** Review the Pell Honors program and recommend any necessary modifications while administering the current program.

**Outcome:** The Pell Honors Program will be structured to better serve students, contribute to the academic leadership of the University, and run more effectively and efficiently—setting the stage for other innovations in future years.

**Related Priorities:** We Will Improve the Level of Academic Excellence.

4. **Goal:** Increase student participation in Pell Center events and activities.

**Outcome:** The Pell Center will engage more students at Salve Regina University and play a meaningful role in their co-curricular experience at the University.

**Related Priorities:** We Will Improve the Level of Academic Excellence; We Will Create Community Engagements that Empower our Partners and Ourselves; Leadership Development Across the University is Directed by Transformational Priorities

5. **Goal:** Sustain community relationships.

**Outcome:** The Pell Center will attract positive public interest and participation in events and opportunities on campus.

**Related Strategic 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

6. **Goal:** Meet the operational budget.

**Outcome:** The Pell Center will attract positive public interest and participation in events and opportunities on campus.

**Related Strategic Priorities:** Financial and Human Resources are Directed by Transformational Priorities.

**Vice President for Enrollment Management**  
**2019 Goals**

1. **Goal:** Recover freshman enrollment and continue to grow transfer enrollment, with a goal of enrolling 625 new students for Fall 2019.

**Outcome:** Through a combination of growth in the enrollment funnel, expanding recruitment of both first year and transfer students, and an econometric financial model that is reflective of the competitiveness of the marketplace, we will maximize enrollment headcount to grow both tuition and auxiliary revenue for both the entering class year and subsequent years of enrollment.

**Related Transformational and Enabling Priorities:**

- We Will Improve the Level of Academic Excellence
- STRATEGY: Enhance recruitment of students by articulating the value of Salve Regina University and the strengths of our academic program.
- Financial and Human Resources are Directed by Transformational Priorities
- STRATEGY: Increase revenues from both operations and fundraising to achieve transformational priorities.

2. **Goal:** Shape the entering freshman class in a way that reflects the long term goals of the University to improve gender balance, ethnic diversity, and geographic reach.

**Outcome:** A more diverse freshman class enhances the overall educational environment of the University, increases retention by providing the global campus community students seek, and enhances the University's reputation as a place that is appropriate for a more diverse student body.

**Related Transformational and Enabling Priorities:**

- We Will Become a University of Greater Diversity
- STRATEGY: Increase the percentage of students from underrepresented populations.

3. **Goal:** Increase collaboration with Academic Affairs to promote recruitment, enrollment, and retention.

**Outcome:** Through greater emphasis on academic program quality and clearly defined points of differentiation, we will increase the academic profile of the University resulting in increased applications and yield.

**Related Transformational and Enabling Priorities:**

- We Will Improve the Level of Academic Excellence
- STRATEGY: Enhance recruitment of students by articulating the value of Salve Regina University and the strengths of our academic program.

4. **Goal:** Partner with University Relations to raise funds to support events designed to showcase Salve to influencer groups.

**Outcome:** Increase the profile of Salve Regina University amongst powerful influencers in the college application and recruitment process.

**Related Transformational and Enabling Priorities:**

- We Will Improve the Level of Academic Excellence
  - STRATEGY: Enhance recruitment of students by articulating the value of Salve Regina University and the strengths of our academic program.
  - Financial and Human Resources are Directed by Transformational Priorities
  - STRATEGY: Increase revenues from both operations and fundraising to achieve transformational priorities.
5. **Goal:** Achieve a balanced budget for 2018-19.

**Related Transformational and Enabling Priorities:**

- Financial and Human Resources are Directed by Transformational Priorities
- STRATEGY: Increase revenues from both operations and fundraising to achieve transformational priorities.

**Vice President for Mission Integration**  
**2019 Goals**

1. **Goal:** Launch Mission Leadership Institute to develop faculty and staff mission engagement.

**Outcome:** Salve Regina University faculty and staff will have discrete and progressive opportunities to contribute as mission leaders in the classroom, campus, and community.

**Related Priorities and Strategies:** Leadership development across the University is directed by transformational priorities; Increase revenues from fundraising to achieve transformational priorities; Internal and external communications are directed by transformational priorities: create means and practices for better internal communications across campus; Publicly articulate our educational values.

2. **Goal:** Advance the capacities and contributions of the Mercy Center for Spiritual Life and the Office of Community Service.

**Outcome:** The departments within the division of Mission Integration (the Mercy Center for Spiritual Life and the Office of Community Service) will develop a renewed, integrated strategic plan to advance the mission of Salve Regina University among students and alumni.

**Related Priorities and Strategies:** We will create community engagements that empower our partners and ourselves: expand and centralize community engagement activities, deepen engagements with University partners; We will develop a model of student transformation infused with Mercy and focused on leadership; Internal and external communications are directed by transformational priorities: create means and practices for better internal communications across campus.

3. **Goal:** Partner with University divisions and departments to further the integration of the Mercy, Catholic mission across campus community.

**Outcome:** Salve Regina University will more fully integrate our Mercy, Catholic mission across campus initiatives, educational priorities, co-curricular offerings, hiring protocols, and university communications and publications.

**Related Priorities and Strategies:** Leadership development across the University is directed by transformational priorities; We will improve the level of academic excellence: publicly articulate our educational values; We will develop a model of student transformation infused with Mercy and focused on leadership; Internal and external communications are directed by transformational priorities: create a strong, distinct brand built on the mission and vision and execute it, create means and practices for better internal communications across campus; Facilities and technology are directed by transformational priorities: use the Mercy ideal of caring for the earth as a guiding principle in the acquisition, use, and management of University properties.

4. **Goal:** Serve as a public voice for Salve Regina University in advancing our Mercy, Catholic mission in a 21<sup>st</sup> century pluralistic context.

**Outcome:** Salve Regina University will contribute to the work of Mercy and Catholic higher education, serving as a mission leader among peer institutions.

**Related Priorities and Strategies:** Publicly articulate our educational values; Internal and external communications are directed by transformational priorities: create a strong, distinct brand built on the mission and vision and execute it, create means and practices for better internal communications across campus; We will create community engagements that empower our partners and ourselves.

## Vice President for Student Affairs

### 2019 Goals

1. **Goal:** Strengthen the culture of wellness to cultivate resilience and well-being among students.

**Outcome and Measurement:**

- Greater number of wellness programs on campus than 2017-18 academic year; increase in collaborations among departments.

**Related Strategic Imperative:** We will become a model for student transformation across the university.

Demonstrate the University's ongoing commitment to being a safe and welcoming environment for all.

2. **Goal:** Improve communication across departments regarding retention and student success in order to enhance retention practices.

**Outcome and Measurement:**

- Adoption of a new software program; Utilization of technology by members of the university retention team/student success committee.

**Related Strategic Imperative:** We will become a model for student transformation across the university.

3. **Goal:** Continue collaborations with departments outside of student affairs to improve the student experience, from recruitment to graduation.

**Outcome and Measurement:**

- Creation of a new advising model; creation of a summer communication plan; Increase in number of alumni participating in Career Development opportunities; increased attendance at athletic events.

**Related Strategic Imperative:** We will become a model for student transformation across the university.

4. **Goal:** Continue growth of the Center for Student Development and its programs

**Outcome and Measurement:**

- Creation of specialized activities for undecided FYT cohorts; Number of students in Navigator; roll-out of a badging initiative; paired-down content in the FYT course; addition of mission-aligned programs in Navigator; addition of custom programs for Navigator; Creation of a comprehensive coaching program for Portfolium.

**Related Strategic Imperatives:** We will become a model for student transformation across the university.

5. **Goal:** Create a comprehensive third-year student experience

**Outcome and Measurement:**

- A comprehensive action plan for third year programming, submitted to the president and cabinet.

**Related Strategic Imperative:** We will become a model for student transformation across the university.

**Vice President for Administration  
and Chief Financial Officer**

**2019 Goals**

1. **Goal:** Prepare for and begin construction of two new residence halls to house the junior class on campus, adding approximately 400 beds.

**Outcome:** The construction of new residence halls will create a major new source of revenue for the University. The campus will have three classes contributing to campus life increasing participation in a myriad of campus events (i.e. athletic contests, lectures, etc.).

**Related Strategies:** Increase revenues from both operations and fundraising to achieve transformational priorities.

Prepare for a three-year residency requirement.

2. **Goal:** Given the relatively small (basically balanced) bottom line for 2018/19 budget, use all resources (human and technological) to improve the projected results by June 30, 2019.

**Outcome:** Working with all Vice Presidents, close fiscal 2018/19 with a bottom line at or higher than the Board approved budget on October 10, 2018.

**Related Strategies:** Increase revenues from both operations and fundraising to achieve transformational priorities.

Identify areas for cost control/reduction to free up resources to

Invest In transformational priorities.

3. **Goal:** Continue to enhance the University's relationship with the Boston Consortium's edHealth group ("the Consortium") and help to grow its membership.

**Outcome:** The University continues to be self-insured for health care via the edHealth group. It will increase its services to employees by offering "Tele-Health" medicine from Tuft's on January 1, 2019. Also, by growing edHealth membership, the University will continue to reduce its administrative and reinsurance costs due to the additional membership. Clark University, Lesley, and Simmons University will be joining in 2019. The University has recognized close to \$1.5 million in savings since joining edHealth. Possibly, offer a premium holiday to employees in December 2019.

**Related Strategy:** Identify areas for cost control/reduction to free up resources to invest in transformational priorities.

4. **Goal:** Working with the Information Technology team and the new Provost, expand the use of technology in making data driven decisions as well as enhancing the collaboration across University departments to help in expanding the use of technology.

**Outcome:** The IT team will provide excellent service to all University constituencies. The team will look to break down the silos and garner cooperation and collaboration in enhancing how the University uses technology to educate its students, communicate to all University constituencies and operate more efficiently.

**Related Strategies:** Align teaching and learning practices with current and future student populations, maximizing the use of technology.

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

Elevate the authority and influence of the leadership of information technology across campus.

- 5. Goal:** Given that the University's most important asset is its employees, expand employee/ supervisory training to enhance professional development and undertake actions to enhance its service to the University community.

**Outcome:** Increased staff professional development opportunities.

Increased staff and faculty satisfaction with HR services.

Better prepared team of Departmental Chairs that have skills to be successful in their roles.

**Related Strategies:** Provide the faculty with the resources and necessary tools to be successful and fulfilled.

Increase opportunities and resources for leadership development.

- 6. Goal:** Working with the Academic and Student Life areas, prepare for and begin construction of a new coffee shop/restaurant on the first floor of McKillop Library, closing the Global Café in Wakehurst. In closing the Global Café and removing the mailboxes from Wakehurst, create new student center space working with the Student Affairs team in the vacated space of the Global Café (1<sup>st</sup> floor) and the mailroom (lower level).

**Outcome:** The construction of the coffee shop/restaurant will serve the student population from 8:30 AM to midnight. The restaurant will be a focal point for the library and 1,500 students living on campus once the junior class housing project is complete as well as the entire campus community.

Wakehurst Student Center will obtain additional programming space on the first floor and garden levels. Hopefully, the students can create a campus center that provides great meeting space for clubs and other student organizations as well as “hang out” space for all Salve students.

**Related Strategies:** Increase revenues from both operations and fundraising to achieve transformational priorities.

Prepare for a three-year residency requirement.

## Vice President for University Relations and Advancement

### 2019 Goals

#### Advancement

1. **Goal:** Develop phase two for the Scholars and Scholarships campaign to secure additional named, endowed funds as well as four-year spend-out funds beyond the 100 existing endowed funds.

**Outcome:** Add five new funds to support Scholars and Scholarships.

**Related Strategy:** Increase revenues from both operations and fundraising to achieve transformational priorities.

2. **Goal:** Build all aspects of the University's 75<sup>th</sup> Anniversary Celebration Plan to encourage collaboration, build unity, promote points of pride and develop all-encompassing support in preparation for the 2022-23 Diamond Jubilee year.

**Outcome:** 75<sup>th</sup> Anniversary Celebration top leadership in place. Structure, form, goals and resources further developed in year two. Interview/constituency input collected and systematized. Cultivation for financial support component advanced.

**Related Strategies:** Create means and practices for better internal communications across campus and deepen engagements with University partners.

3. **Goal:** (A) Develop case-based proposal requests and cultivate funder relationships for institutional priorities. (B) Develop a reserve of ideas regarding aspects of the Strategic Plan and in support of 75<sup>th</sup> anniversary planning that will be most attractive to potential funders.

**Outcome:** (A) Cultivate and secure support for institutional priorities identified. (B) Secure additional information that reflects the highest institutional priorities and establishes matches with potential funders.

**Related Strategy:** Develop means for staff members to have greater direct involvement in the process of advancing the University.

4. **Goal:** Plan and prepare for future fundraising/campaign efforts.

**Outcome:** Schedule developed for feasibility study interviews as part of 75<sup>th</sup> Anniversary constituency interviews with establishment of nucleus planning group. Begin development of new, highest priority project case statements.

**Related Strategy:** 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.

- 5. Goal:** Continually increase and enhance engagement with alumni and parents.

**Outcome:** Strong, measured alumni and parent donor and volunteer involvement resulting in broadened support for the University. Further cross-collaboration with other offices, departments and divisions to enhance program effectiveness and outreach with the support of Salve graduates and families.

**Related Strategy:** Develop an aggressive, consistent, and unified marketing campaign, built on the Salve brand, and resource it adequately.

- 6. Goal:** Build Advancement Infrastructure.

**Outcome:** Data and information systems will be fully operational and support advancement functions for the broadest part of all fundraising efforts.

**Related Strategy:** Develop a vision for Information Technology, which will help faculty and staff use technology to maximum benefit.

#### University Relations

- 1. Goal:** Develop and employ an Integrated Marketing Communications program for Salve Regina University that moves beyond brand messaging to incorporate more elements of the integrated marketing mix.

**Outcome:** Integrated marketing aligns communication functions to support and enhance brand activities.

**Related Strategy:** Develop an aggressive, consistent, and unified marketing campaign, built on the Salve brand, and resource it adequately.

- 2. Goal:** Develop comprehensive procedures for integrated marketing communications across campus.

**Outcome:** Unified messaging and brand for the institution – implemented at various stages over time via digital signage, social media and other domains as well as through workflow processes.

**Related Strategy:** Create a strong, distinct brand built on the mission and vision presented in the Strategic Plan and execute it.

- 3. Goal:** Continue to engage with city, state and federal delegates to increase academic and civic involvement of University community members in both academic and non-academic related partnerships. Maintain representation in educational policy issues and identify advantageous partnerships and funding opportunities. Continue to expand Circle of Scholars program.

**Outcome:** Create a more centralized area for civic engagement, expand role of external relations across campus. Engage in strategic partnerships for the COS program when resources are not made available on campus.

**Related Strategy:** Expand and centralize community engagement activities.

- 4. Goal:** Continue to enhance and streamline digital communications.

**Outcome:** Data-driven decision-making to prioritize projects, especially those requiring both expanded time and budget. Provide input on the purchase of new technology or custom programming.

**Related Strategy:** Create means and practices for better internal communications across campus.

- 5. Goal:** Continue to build and enhance an integrated workflow procedure responding to calls to action for areas including internal and external marketing, publishing, and electronic communications.

**Outcome:** Streamline production time of work orders and establish reasonable service level agreements, while maintaining quality assurance. Link divisional work order requests to a single procedure that is monitored and reviewed by the operating staff daily for increased awareness and collaboration.

**Related Strategy:** Create means and practices for better internal communications across campus.

#### University Relations & Advancement (URA)

- 1. Goal:** All components of University Relations & Advancement will continue, as in all years past, to adhere to approved departmental budgets.

**Related Strategy:** Increase revenues from both operations and fundraising to achieve transformational priorities.

**Outcome:** All areas on budget.

