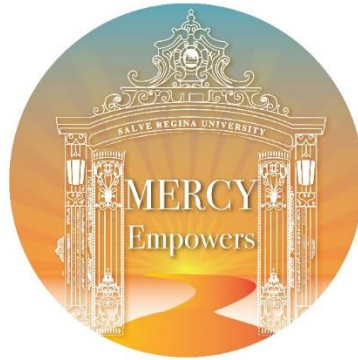


Salve Regina University Strategic Plan, 2016-2019



Our Mission

As a 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.

Our 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 ourselves to achieve academic excellence through disciplined development of skills and knowledge, and to cultivate the spirit of Mercy within ourselves – 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.
- ❖ We will develop a model of student transformation infused with mercy and focused on leadership.

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.
- ❖ Leadership development across the University is directed by transformational priorities.

Academic Excellence

We will improve the level of academic excellence.

In the pursuit of excellence, all academic areas and initiatives must align with the vision and the Mercy mission of the institution. An excellent faculty is essential to the success of the mission and vision of Salve Regina.

Strategy: Publically articulate our educational values.

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

Strategy: Enable academic services to support students more effectively as they strive to excel.

Strategy: Foster new programs, initiatives and partnerships 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.

Strategy: Conduct academic program assessment and evaluation with an eye towards revising or eliminating some programs.

Strategy: Provide the faculty with the resources and autonomy necessary to be successful and fulfilled.

Strategy: Integrate the academic program, including experiential learning, with career development.

Greater Diversity

We will become a community of greater diversity.

Creating a campus culture that embraces and celebrates diversity is a manifestation of our Mercy identity. Our campus community must look more like the United States at large. We commit to creating a welcoming environment for a more diverse population.

Strategy: Increase the percentage of students from underrepresented populations.

Strategy: Create a campus environment that promotes learning for a diverse student body.

Strategy: Elevate the level of cultural competency across campus.

Strategy: Increase diversity among the University leadership and staff.

Community Engagement

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

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

Strategy: Expand and centralize community engagement activities.

Strategy: Deepen engagements with University partners.

Student Transformation

We will develop a model of student transformation infused with Mercy and focused on leadership.

We will develop our students' ability to put empathy into action as leaders by providing high-quality academic programs and student services, high levels of student engagement, and a supportive community focused on all students.

Strategy: Create a four-year developmental program centered on the social change model of leadership.

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

Financial and Human Resources

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

We will develop the right resources – both financial and human – to achieve our transformational priorities. We will grow revenue by sustaining enrollment and improving retention, developing academic programs, continuing robust fundraising and grant pursuits, and monitoring and improving efficiencies. We commit ourselves to decreasing our dependency on undergraduate tuition revenue.

Strategy: Establish programs to ensure stable undergraduate enrollment over four-years.

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

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

Strategy: Create better understanding on campus of the University budget and broader fiscal realities.

Strategy: Increase agility of university budget to respond to recognized needs and opportunities.

Internal and External Communications

Internal and external communications are directed by transformational priorities.

We will improve internal and external communications through greater transparency and information sharing.

Strategy: Create a strong, distinct brand built on the mission and vision presented in this strategic plan and execute it.

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

Strategy: Enhance recruitment of students by articulating the value of Salve Regina University and the strengths of our academic programs.

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

Facilities and Technology

Facilities and technology are directed by transformational priorities.

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

Strategy: Maximize use of space, whether off- or on-campus.

Strategy: Prepare for a three-year residency requirement.

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

Strategy: Use the Mercy ideal of caring for the Earth as a guiding principle in the acquisition, use, and management of University properties.

Leadership Development

Leadership development across the University is directed by transformational priorities.

To achieve our transformational priorities and manifest our vision, we commit ourselves to continuous leadership development at all levels. We will coordinate leadership development activity across campus.

Strategy: Increase opportunities and resources for leadership development.