

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: Publicly articulate our educational values.

Action	Outcome	Measure	Responsibility
Develop University wide learning outcomes	Learning outcomes adopted and published	Institutional outcomes assessment	Provost, VPSA

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

Action	Outcome	Measure	Responsibility
Share detailed demographics about incoming students with faculty and relevant staff	Greater faculty awareness of their students' backgrounds; tailored instruction	Retention rates, especially for at-risk students	Provost
Develop a skills-gap analysis reflecting the readiness of our first year students to begin college	An actionable plan to address the gaps	Student performance, retention	Provost, VPSA, VPEM
Develop or revise academic offerings to challenge our most capable students	Increased academic rigor across the curriculum	Retention of our most academically able students	Provost
Provide faculty training and opportunity to expand innovative uses of technology in teaching and learning	Increased use of technology and innovative teaching practices across disciplines	Percentage of faculty using technology in innovative ways	Provost, CIO
Provide technologically-rich learning environments in our academic facilities	Enhanced student learning	Student outcomes, as measured, for example, by licensing exams, graduate school enrollments, and other means	Provost, CIO

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

Action	Outcome	Measure	Responsibility
Create a consistent and high-quality academic advising program	Students actively engaged in the direction of their academic studies	Retention and graduation rates, student satisfaction	Provost, VPSA
Increase English as a second language (ESL) and documented learning disabilities (DLD) support for undergraduate and graduate students	Resources to support the success of non-native English-speakers and students who learn differently	Retention and graduation rates, especially for at-risk students and international students	Provost, VPSA

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.

Action	Outcome	Measure	Responsibility
Conduct analysis of market to identify opportunities for distinctive academic programs, e.g. 3-2 Engineering with URI, AS and BS programs with IYRS	A plan of action to exploit these opportunities	Completion of a high-quality plan	Provost
Create mechanisms for self-organizing groups to spur academic innovation for the University	Ideas generated and implemented for new programs and initiatives	Number of successful new initiatives or programs developed Increase in academic profile of incoming students Greater national and international visibility, increased applications, more geographic diversity Greater visibility to foundations and potential donors	Provost

Develop a robust research program at the Pell Center	Increased published research from the Pell Center	Quality and quantity of research Greater national and international visibility Greater visibility to foundations and potential donors	VPPRI
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Strategy: Conduct academic program assessment and evaluation with an eye towards revising or eliminating some programs.

Action	Outcome	Measure	Responsibility
Initiate comprehensive review of all academic programs evaluating key performance indicators (KPI)	Programs in need of revision or possible elimination identified utilizing existing academic program review process	Number of revised programs; enrollment in academic programs	Provost

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

Action	Outcome	Measure	Responsibility
Improve policies, procedures, and programs related to the development of faculty as teachers and scholars	A plan to address rank and tenure procedures, faculty mentoring, scholarly productivity, and teaching loads	Faculty satisfaction and morale, faculty recruitment and retention	Provost
Strengthen faculty in key academic departments	A detailed plan for faculty composition	Alignment of faculty with needs of the university	Provost
Create an effective model for allocating administrative support for departments	Administrative support for every academic department	Percentage of departments with dedicated administrative support	Provost, CFO

Provide support and resources to enable faculty to seek more external grants	Creation of an environment in which grant pursuit is a central feature of academic life	Number of grant proposals funded annually	Provost
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Strategy: Integrate the academic program, including experiential learning, with career development.

Action	Outcome	Measure	Responsibility
Establish a clearly identifiable pre-professional advising model for pre-law and pre-health pathways	Recognition of Salve as a highly desirable place to study if planning to attend a post-graduate professional program	Increased enrollments Increased retention Increased post graduate placement	Provost
Develop an accurate system to track what graduates do after leaving the University	Greater awareness of student outcomes to guide future planning as well as marketing of the University	Academic profile of incoming students National and international visibility, increased applications, more geographic diversity	Provost, VPPEM, VPURA
Engage alumni and parent volunteers with students for learning and career opportunities	Coordinated and unified outreach and involvement with alumni and parents	More centralized alumni/parent engagement records documentation and research	VPURA, VPSA

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.

Action	Outcome	Measure	Responsibility
Increase outreach to underrepresented students through recruitment and targeted search	An increased number of applications from underrepresented students	Percentage of underrepresented population students in the incoming class	VPEM
Create partnerships with minority serving institutions – high school through college	Dual enrollment programs established with minority serving high schools; transfer articulation agreements established with minority serving two-year colleges; MOUs established with minority serving four-year colleges	Percentage of students from underrepresented groups	Provost, VPEM

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

Action	Outcome	Measure	Responsibility
Invest in professional development for faculty on teaching methods for a diverse student body	Instructional methodologies for a more diverse student body spread across the campus	Percentage of faculty engaged in faculty development initiatives; percentage of faculty employing high-impact teaching and learning strategies; student success and retention	Provost
Create Faculty Learning Communities focused on diversity in the curriculum	New courses with substantial diversity content	Percentage of diversity courses	Provost

Strategy: Elevate level of cultural competency across campus.

Action	Outcome	Measure	Responsibility
Create sustained dialogue on campus about diversity and inclusion to align our community more closely with its Mercy mission	Greater cultural competency demonstrated among students, faculty, and staff	Campus surveys	Provost, VPSA
Integrate diversity education across all four years of a student's Salve experience	Students equipped with tools for engaging in meaningful and respectful dialogue around issues of diversity; enhanced appreciation of cultural differences; an inclusive community; cultural competency integrated into student leadership education	Responses to questions on student's experience of diversity and inclusion on survey instruments; Campus Climate Survey on Diversity and Inclusion; responses to new questions about diversity on Senior Exit Survey	VPSA

Strategy: Increase diversity among the University leadership and staff.

Action	Outcome	Measure	Responsibility
Emphasize diversity in employee recruitment	A more diverse workforce	Percentage of diverse members of our workforce	President, Cabinet
Research, identify, cultivate, and match possible candidates for trusteeship and President's Advisory Council	A more diverse advisory council and, ultimately, University Board of Trustees	New candidates, nominations, and members	President

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.

Action	Outcome	Measure	Responsibility
Prepare the University for Carnegie classification for community engagement	Attainment of Carnegie community engagement classification	Status of classification	President, Provost, VPSA
Assess local educational and community needs for alignment with Salve’s Mercy mission and resources	Responsive curricular and programmatic offerings	Number and depth of community engagements	Provost, VPPRI

Strategy: Deepen engagements with University partners.

Action	Outcome	Measure	Responsibility
Expose faculty to ways to integrate community engagement into their courses	More courses incorporating community engagement	Number of courses with substantial community engagement component	Provost
Establish the University as a hub for leadership training and development for the local and regional community	Programmatic offerings designed to develop leaders in the community	Number of engagements with local leaders	Provost, VPSA, VPPRI

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

Action	Outcome	Measure	Responsibility
Establish a four-year developmental program for students built upon the Mercy ideal of service to others as well as personal, educational, and pre-professional skills	A four-year developmental program	Assessment of student outcomes and satisfaction	VPSA

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

Action	Outcome	Measure	Responsibility
Strengthen education, awareness, communication and support across the campus community that emphasize the dignity of all persons	A campus environment reflective of the Mercy ideal of hospitality that is radically inclusive	Campus climate survey, senior exit interviews	Cabinet

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

Action	Outcome	Measure	Responsibility
Establish ideal first-year enrollment and transfer goals; develop and execute a plan to achieve them	Enrollment goals met	Enrollment of new students	President, VPEM, VPFA
Improve student retention rates	Students retained in their third semester at 85% or better	Student retention rates	President, Provost, VPSA

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

Action	Outcome	Measure	Responsibility
Identify fundraising opportunities directly in support of the strategic plan	Increased philanthropic, grant, and public support for the priorities in the strategic plan	Amount of funds raised	VPURA
Expand tuition revenue streams from new and existing academic programs beyond the undergraduate program	Increased enrollment in graduate programs; successful academic partnerships established	Revenue beyond the undergraduate program	Provost
Increase international student enrollment and retention	Increased international tuition revenue	Increased revenue from international students	Provost, VPEM

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

Action	Outcome	Measure	Responsibility
Provide real-time information to the cabinet on financial performance	Monthly budget-to-actual reports to cabinet with appropriate adjustments	Audited Financial Statements	CFO
Create a Salve “efficiency initiative” to identify substantial cost savings for reinvestment	Leaner, more efficient, and cost-effective operations	Financial resources identified for reinvestment	President, Cabinet
Expand or develop consortia agreements for cost sharing	Partnerships with other institutions to reduce costs	Amount of reduction in costs	CFO

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

Action	Outcome	Measure	Responsibility
Effectively explain the University budget and the current fiscal environment in higher education to the campus on a regular basis	Greater budgetary literacy across the campus	Number of presentations given/attendance.	President

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

Action	Outcome	Measure	Responsibility
Establish a University Transformation Fund; guidelines for its use; and a plan for its development	Resources available to seize opportunities and support priorities	Resources available and their use	President, CFO, VPURA
Refine budget processes to fund multi-year priorities	A mechanism put in place to enable the president and cabinet to set aside funds from one fiscal year to support innovation projects in subsequent fiscal years	Level of funding for priorities	President, CFO

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.

Action	Outcome	Measure	Responsibility
Engage an outside consultant for research, message development, and updated marketing communications	Deployment of a reputation management program for the University, including brand, messaging, and integrated marketing; adoption of consistent brand and standards by the campus community	Increased recognition and publicity for the University	VPURA
Develop academic program-specific communications and marketing, including enhanced web presence that is consistent in brand and that focusses on student academic and personal development and outcomes	Greater visibility of the strengths of each academic program and the potential return on investment	Increased level of academic profile of incoming students National and international visibility, increased applications, more geographic diversity Level of visibility to foundations and potential donors	VPURA, VPEM, Provost

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

Action	Outcome	Measure	Responsibility
Develop a unified marketing campaign from results of brand study and communications audit	Unified messaging and brand for institution implemented in various, prescribed stages	Increased recognition and publicity for the University	VPURA

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

Action	Outcome	Measure	Responsibility
Identify Salve’s differentiating characteristics	Consistent messaging by the entire University community	Academic profile of incoming students, enhanced national recognition and rankings	Provost, VPEM, VPURA
Launch branding campaign focused on academic excellence and graduate success	“Salve” known as a “name brand” institution that is easily identifiable and recognized as a place of academic excellence	National and international visibility, increased applications, more geographic diversity	VPURA, VPEM

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

Action	Outcome	Measure	Responsibility
Provide regular updates from the president to the University community throughout the year	Improved University awareness of critical issues, priorities, and information	Frequency of targeted presidential communications	President
Review internal communication practices; recommend and implement refinements	Greater awareness of University activities	Biannual communications survey of the University community	VPURA

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.

Action	Outcome	Measure	Responsibility
Create a comprehensive campus master plan, including academic, residence, administrative, and athletic facilities	Improved space utilization	Alignment of space with University needs	President; Cabinet

Strategy: Prepare for a three-year residency requirement.

Action	Outcome	Measure	Responsibility
Construct new residence halls	The successful completion and occupancy of residence halls	Facilities use revenue generated Greater sense of campus-community	President, CFO, VPSA

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

Action	Outcome	Measure	Responsibility
Define a cabinet-level CIO position, recruit candidates and hire an incumbent	Position filled	Satisfaction and effectiveness assessment	President
Develop a vision for Information Technology which will help faculty and staff use technology to maximum benefit	A collaborative process to meet the technology needs and opportunities of the campus community	Faculty, staff and student satisfaction Effectiveness of use of technology across the campus	CIO

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

Action	Outcome	Measure	Responsibility
Articulate a statement and policy on the importance of preserving the environment to guide decision making	Statement promulgated	Amount of reduction in energy costs; reduction in carbon footprint	President

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.

Action	Outcome	Measure	Responsibility
Design ongoing opportunities for leadership learning, inspired by Mercy values, for faculty, staff, and administrators	Continuous dialogue about leadership on campus	Number of participants	Provost, VPPRI
Expand leadership development opportunities, inspired by Mercy values, for students	Expansion of leadership programs for all students	Student outcomes	VPSA
Support innovative research and scholarship in the area of leadership	Develop advanced-level academic programming and research in leadership studies	Research and scholarship produced	Provost, VPPRI