



(DRAFT) STRATEGIC COMPASS

Introduction

Salve Regina University has been animated by its Catholic and mercy values since its inception. Through the voices of students, faculty, staff, alumni, community members and other stakeholders, the Strategic Compass Steering Committee named six core values that have strong ties to the history, future and uniqueness of Salve. These values serve as a lasting foundation for the culture of Salve Regina University, guiding the behaviors, decisions and actions throughout the University.

Throughout the Strategic Compass project, a central theme that guided the work was considering the question, “What does every Salve student need when they graduate?” Salve Regina University strives to integrate academic excellence with the Catholic Intellectual Tradition and our Mercy heritage, with our core strengths, values and mission to deliver a transformative educational experience for each student. Every Salve student needs to leave our University with an appreciation of their unique God given talents and how to use them to make a positive difference by bringing mercy into our changing world. These guiding principles inform our key priorities, strategic decisions and resource allocation.

The objective of a Strategic Compass is to leverage our strengths, illuminate our core values and define guiding principles to use as direction for future growth and innovation. This Strategic Compass for Salve Regina University addresses three main questions:

1. What does Salve do best?
2. What do Salve's strengths tell us about our values as an institution?
3. What does every Salve student need when they graduate?

The Strategic Compass Steering Committee led a process that included feedback from a wide range of key stakeholders including faculty, administration, students, alumni, parents, trustees and the Newport community at large. Engagement took place through various sources including individual interviews, focus groups, a town hall and a widely distributed survey.



Salve Regina University

Foundational Values

(Draft Summary)

- **Purpose-Driven Education**

Through a values-based education rooted in liberal arts, academic rigor and experiential learning, Salve students gain deep knowledge that prepares them for career success and a journey of lifelong learning. Students gain the unique ability to enrich any workplace and pursue a life of meaning and impact.

- **Respect and Dignity for All**

We regard all humanity as being worthy of respect and honor the uniqueness and dignity of each individual as God's creation, embracing differences in the feelings, beliefs, wishes, experiences, cultures and traditions of others, with kindness and curiosity.

- **Mercy Community**

We recognize the sacredness of community and pride ourselves on being a welcoming, inclusive and collaborative environment, with a sense of companionship and belonging for all, as we help each other on life's journey and in service of the common good, in hopes of making the world a better place.

- **Integrity**

We seek to develop leaders with a strong moral compass, committed to making a positive difference in their communities and in a diverse and changing world. We hold ourselves to high ethical standards as stewards of the resources of Salve Regina University and the responsibilities entrusted to us.

- **Faith and Spirituality**

We promote the intellectual and spiritual exploration of faith for people of all beliefs, guided by our Catholic heritage, we seek to support all members of our community on their spiritual journey.

- **Compassionate Service and Solidarity**

We are sensitive and attentive to the needs and experience of others, accompanying them with mercy, acceptance and understanding. We seek to alleviate suffering, sensing what will truly be of service, and proactively anticipate and respond to these needs.



Strategic Compass Guiding Principles

(Draft Summary)

1. **Rigorous Transformative Education** grounded in liberal arts and professional programs, personalized to support each student's needs in pursuit and development of their unique best self.

Salve Regina is a caring and supportive community that strives to optimize each student's outcomes, offering a welcoming, "high-touch" experience from recruitment to graduation and beyond. Salve Regina's approach to education is rooted in the Catholic Intellectual Tradition and recognizes the importance of both faith and reason in the pursuit of the continual human quest for knowledge and truth. This "whole person" approach to education challenges students to develop intellectually, emotionally and spiritually, and to become the highest and best version of themselves. In pursuit of this goal, the Salve Regina faculty strive to truly know the student and meet them where they are and to provide them with a challenging and tailored academic experience that broadens their perspectives and fosters intellectual curiosity, critical thinking, self-reflection and personal growth. Salve faculty are given the academic freedom to do this, which results in students learning to listen to and engage with one another with an open mind, develop the skills necessary to excel in their chosen field, live a life of meaning, and pursue lifelong learning.

Every Salve student will acquire the knowledge and critical thinking skills essential to empower them to excel in their chosen field, through **rigorous transformative education** in the classroom and action-based learning experiences, as they discover who they are and how they can make a positive difference in the world.

2. **Inclusive Community** that values diversity, welcoming every individual with kindness, dignity and respect.

We believe that every voice is valued and should be heard. We are committed to addressing inequities and creating opportunities for marginalized individuals and groups, learning from one another, respecting and welcoming with hospitality our individual life experiences and differences, and treating all people with kindness, dignity, and respect. We celebrate the uniqueness of our students, faculty and staff, and recognize the value each person brings to our community. Embracing Salve's Mercy Mission, we place a high priority on addressing the critical concerns of our local and global communities through the transformative work of a mercy education. We seek to advance teaching, research and institutional action on the critical concerns of the Sisters of Mercy: anti-racism, earth, immigration, women and nonviolence. We welcome diverse views of thought, making positive assumptions about others and being open to change and new ideas. We believe this broadens our perspectives, leads to a more inclusive community, expands our worldview and affirms our common humanity.

Every Salve student will have the lived experience of being part of an **inclusive community** that embraces all with kindness, dignity and respect.



- 3. Adaptive Resilience** nurtured by faith, hope and optimism and supporting each individual's ability to adapt and thrive in the midst of adversity and changing circumstances.

Adaptive resilience is the ability to remain responsive vs. reactive to changing circumstances and adversity, staying true to core values, mission and identity, and adapting with integrity. In an increasingly complex, uncertain and changing world, Salve Regina understands the need to cultivate a growth mindset and resilience for our students, faculty, staff and administrators. We strive to create a supportive, positive community where people listen to one another, learn together from failures, and seek feedback in the spirit of continual improvement. We view challenges as something that should be embraced and celebrate hard work, effort and resourcefulness. Each voice is valued as we reflect, engage with one another, explore options and choose wisely from them. We adapt to our ever-changing environment strategically while staying true to our mission so that we may make a meaningful impact within our community and beyond.

Every Salve student will develop **adaptive resilience** and life skills to face adversity and changing circumstances, nurtured by faith, hope and optimism.

- 4. Compassionate Mercy Leadership** is cultivated through the lived experience of our mercy mission and core values in all we do at Salve.

Our mission is to develop and cultivate compassionate mercy leadership in our students and across the University by embodying the enduring values of the Sisters of Mercy, to seek wisdom, promote universal justice and work for a world that is harmonious, just and merciful. Now, more than ever, the world needs leaders who are attuned to the needs of the most vulnerable, who can engage across differences respectfully, and who lead with humility, integrity, fairness, grace and courage. Compassionate leaders turn their attention outwards and feel motivated to accompany and serve others, understanding that we are all connected. Salve Regina faculty and staff strive to practice and demonstrate compassionate leadership. We ensure that the mercy mission is included in our teaching, research, and institutional commitments, advancing work on the Critical Concerns of the Sisters of Mercy: anti-racism, earth, immigration, women and nonviolence. Through community engaged learning, research and service, we provide students with the opportunity to understand and practice mercy leadership in action.

Every Salve student will understand the importance of mercy values and how to bring these into all areas of their lives through **compassionate mercy leadership**.