

# University of Dayton Academic Unit Strategic Initiatives

## Progress Tracking

### 2010-13

## College of Arts & Sciences

### Strategic Priority 1: Faculty research and graduate programs

Goal	Objective
A.) Promote and coordinate opportunities for externally-funded research	A.1.) Increase annual number of proposals submitted, number of faculty submitting proposals, and number of funded proposals in relation to CAS unit goals
B.) Continue to improve quality of doctoral programs in Theology and Biology.	B.1.) Establish, and progress toward, achieving new quality objectives for each doctoral program (e.g., in selectivity, funded GAs, degree completion, research productivity)
C.) Develop new graduate programs and certificates in areas of national or regional demand	C.1.) Establish two new professionally-oriented Masters programs  C.2.) Continue development and implementation of new certificates and accelerated Bachelors-plus-Masters (BPM) programs

## Strategic Priority 2: Diversity, intercultural, and international education

Goal	Objective
A.) In accordance with the CAS vision statement for inclusive excellence, foster a campus community in the CAS that is home to vibrant diversity among faculty and students (esp. in relation to benchmarks set by peer institutions and national Catholic universities)	<p>A.1.) Hire and develop full-time faculty to increase representation from historically underrepresented groups in academia and to support CAS learning goals for inclusive excellence</p> <p>A.2.) Increase retention of first-year undergraduate students in the CAS, with special attention to students from underrepresented groups</p>
B.) In accordance with the CAS vision statement for inclusive excellence, promote new student learning goals for diversity and inclusion	<p>B.1.) Revise CAS departmental assessment plans to include diversity learning outcomes</p> <p>B.2.) Support faculty development in all four CAS divisions to deliver new student learning goals for inclusive excellence</p>
C.) In accordance with the CAS International Implementation Plan (2009), cultivate a culture of international-ization across the College	<p>C.1.) Create an annual faculty study-travel program</p> <p>C.2.) Implement new language requirement for the B.A. degree and complete needed faculty hires</p> <p>C.3.) Conduct College-wide review of curriculum to promote global and intercultural learning</p> <p>C.4.) Increase numbers of international faculty (visiting or permanent), and expand international research and teaching opportunities for CAS faculty</p> <p>[Cf. all 11 objectives in 2009 CAS international implementation plan]</p>

### Strategic Priority 3: Undergraduate curricular initiatives

Goal	Objective
A.) Continue to improve quality and scope of first-year, course-based learning-living communities (LLCs)	A.1.) Establish new comprehensive assessment system for first-year LLCs  A.2.) Create new coordination structure to promote academic and residential integration of first-year LLCs  A.3.) Align LLCs with new first-year CAP components and learning goals
B.) Support development and implementation of distinctive and transformative Common Academic Program (CAP)	B.1.) Expand CAS capacity for administrative coordination and evaluation of CAS-delivered CAP components  B.2.) Pilot, assess, and revise CAS-delivered first-year CAP components  B.3.) Establish faculty development structure and programming for CAS-delivered first- and second-year CAP components
C.) Improve quality and coordination of CAS First Year Experience seminar (ASI 150/VAR 100) and structures for first-year academic advising (esp. for UNA-Discover Arts and UNS-Discover Sciences)	C.1.) Reform curriculum for First Year Experience seminar, including synchronization with first-year CAP learning goals  C.2.) Revise system for training, assigning, and coordinating first-year academic advising (esp. for UNA/UNS)

# School of Business Administration

## Strategic Priority 1: Support and Improve Academic Centers of Excellence

Goal	Objective
Fully develop and implement Center for Professional Selling (see Appendix A)	<p>This center will enhance the practice and professionalism of selling and sales management by educating students from the SBA and a variety of other majors on campus (e.g., engineering, law, etc).</p> <p>The center will also contain a strong outreach function by forging university/business community partnerships to strengthen the skills of salespeople and sales executives.</p> <p>Finally, the center will seek to be a leader in applied research on selling and sales management.</p>
Fully develop and implement Center for Integration of Faith and Work (see Appendix B and discussion in previous section)	This center will have the unique stamp of UD’s Marianist heritage and will work together with other centers on campus and with business and community organizations to promote understanding and appreciation of the concept of “business as a calling.” Additionally, the center will focus on non-profit capacity building, business ethics and social responsibility.
Create and sustain Institute for Investment Strategies (including Davis and Hanley Centers)	Design Institute for Investment Strategies (see Appendix C for outline)
Trading Center Sustain growth of Hanley Group Derivates	Create a world class trading center to enhance the image of the SBA and create new and exciting educational opportunities for our students.
Create new Center for Project Excellence in the Department of MIS, Operations Management and Decision Sciences (see Appendix D)	For over 20 years, the MOD department has coordinated senior projects with local organizations as a culminating educational experience for its majors, exemplifying the SBA’s theme of a strong connection between theory and practice as well as the community service stressed at UD.
Sustain the growth of the L. William Crotty Center for Entrepreneurial Leadership	Sustain the growth of the Crotty Center for Entrepreneurial Leadership.

Goal	Objective
Identify new niche areas for centers of academic excellence	Have a unique programmatic or co-curricular niche for every discipline in the SBA

**Strategic Priority 2: Expand Global Learning Opportunities**

Goal	Objective
Finalize international strategic plan	Submit international strategic plan to CIP (see Appendix E)
Significantly grow education abroad opportunities for SBA students including study, work, and service, such that over 50% have a first-hand international experience by 2015	Make it easier for students to participate
	Expand the number and type of study abroad options
	Enhance the study abroad experience
	Expand the number of international internships and co-ops
Develop and expand curricular and co-curricular options so that all students have awareness of and exposure to international business, some gain competence through specialties/certificates, and a select set develop proficiency through a developed major	Develop, improve, and enhance curricular development
	Foster and expand co-curricular initiatives

Goal	Objective
Faculty support: Achieve participation of at least 70% of the full-time faculty within the 2010-15 plan timeframe in an activity related to international teaching, scholarship or outreach by supporting and rewarding this work	Support faculty to develop and/or further enhance their international expertise
	Foster and expand global contacts of and for faculty

### Strategic Priority 3: Grow Graduate Education

Goal	Objective
Finalize MBA Program revisions	Win formal approval for the revised MBA program (See Appendix F for program proposal)
	Begin to offer the new program
Investigate select partnerships for MBA program (e.g., DAU, international universities)	Find partnerships that benefit our students and create larger MBA enrollment
Explore new graduate programs (e.g., alternative format PhD, M.S. in Finance)	Explore a 3+1 program for selective UD undergrad programs (i.e., B.S + MBA in 4 full years)

**Other Top Priority: Enhance and Integrate Catholic and Marianist Foundation Initiatives**

Goal	Objective
Fully execute and support the Center for the Integration of Faith and Work (see Appendix B)	Establish an advisory board for the Center
	Increase funding base for the Center to support current operations and be able to expand
	Encourage faculty research and teaching initiatives related to the Center
	Increase programming for students related to ethics and Catholic/Marianist values

**Other Top Priority: Improve SBA Advancement Activities**

Goal	Objective
Fully develop and implement a comprehensive SBA marketing strategy	Establish a working group of professionals to create a comprehensive marketing strategy
	Gather and analyze data from alums to understand perceptions of the SBA
	Implement marketing strategy developed by working group
Enhance SBA alumni relations	Create strong and engaged School of Business alumni who provide time, talent and financial resources to support the SBA
Continue to grow significantly SBA external funding base	Raise monies to support the UD Capital Campaign and SBA Initiatives (see Appendix H)

# School of Education and Allied Professions

## Strategic Priority 1: Enhance the preparation of teachers and other allied professionals for complex diverse settings

Goal	Objective
Enhance the quality of teacher candidate preparation	Increase use of clinical rounds methodology
Improve student learning in teaching English language learners	Implement curricular improvements
Increase capacity to assess cultural and racial diversity competencies	Review existing measures and assessments
Enhance the academic qualifications and diversity of teacher education candidates	
Increase the number of teacher candidates prepared to educate in settings with culturally diverse students	

## Strategic Priority 2: Become a national leader in Catholic education

Goal	Objective
Raise national profile of SOEAP as a leader in Catholic education	Increase participation in and leadership of Catholic Higher Education groups
	Increase training opportunities in Catholic schools for UD students
	Increase scholarship support for Catholic school educators

**Strategic Priority 3: Enhance and expand the Early Childhood Learning Program**

Goal	Objective
Increase impact of ACCESS Curriculum Framework for early science learning	Provide professional development that supports both the use of the ACCESS framework and teachers’ ability to understand and teach science to young children
	Enhance the ACCESS Curriculum website to become an instructional resource for ECE students and regional and national Early Care and Education Community

**Emerging Goals:**

1. Develop Chaminade Building concept; work with Advancement to design and begin implementation of funding campaign.
2. Complete a successful transition in Dean’s staff and academic departments by the end of the 2011-12 academic year.
3. Increase the number of students enrolling in online courses and programs.
4. Enhance scholarly productivity of faculty.
5. Increase our international program participation.
6. Develop a more comprehensive advancement and alumni relations plan.

# School of Engineering

## Strategic Priority 1: Leader in Engineering Education and Research

Goal	Objective
1. Become a nationally recognized leader in engineering education and research.	1.1 Enhance the national scope of our research in selected areas of excellence.
	1.2. Build on research programs that have a national impact
2. Develop the next generation of leaders for the School of Engineering	2.1 Develop the leadership required to meet this challenge
3. Continue to build on the excellence of the undergraduate Engineering Programs	3.1 Maintain our ABET accreditation and maximize the interval between visits
	3.2 Continue to build the integration of the technical, liberal arts, leadership education and instill the innovation, and entrepreneurial ship mindset.
	3.3 Ensure that the common core program is relevant to the majors
	3.4 Explore niche areas in minors and concentrations as well as degrees incorporating a holistic approach to engineering

### Strategic Priority 2: International Engineering

Goal	Objective
1. Provide our students with necessary skills to practice engineering at the international level	1.1 Develop pilot programs for three regions.
2. Enhance our ability to attract foreign undergraduate students	2.1 Develop a program to enhance the application and admission process for foreign students

### Strategic Priority 3: Service Learning Leadership

Goal	Objective
1. Become a leader in national and international service learning	1.1 Expand ETHOS international projects.
	1.2 Identify domestic service learning projects
	1.3 Identify a program coordinator for Service Learning

### Other Strategic Priorities: Recruiting and Outreach

Goal	Objective
1. Become a national university in engineering	1.1 Develop broad name recognition outside of the Midwest
	1.2 Develop recruiting strategies for key population centers outside of the Midwest
	1.3 Identify and integrate summer programs for high school students which broaden our region of influence
	1.4 Develop strategy to identify and cultivate potential engineering students early in their high school careers.

# School of Law

## Strategic Priority 1: Build reputation

Goal	Objective
Continue to refine with faculty the Lawyer as Problem Solver curricular distinctiveness	
Marketing work for website, publications (technology changes)	
Closely linked to admissions & placement success (building more vibrant, electronically linked alumni network)	
Continue programmatic development (linked to campaign): Program in Law & Technology; Problem Solving expertise; Law & Business Ethics	

## Strategic Priority 2: Cultivate faculty

Goal	Objective
Continue to emphasize research/scholarship	
Support further curricular development & assessment (e.g., new capstones and concentrations)	
Enhance collegiality – continuous improvement plan	

## Strategic Priority 3: Develop Graduate Degrees—Program in Law & Technology

Goal	Objective
Bring international students and build School's reputation	
Establish revenue stream to fund J.D. operations	

# Graduate School

## Strategic Priority 1: Plan for Marketing Graduate Education

Goal	Objective
<p>Support coordinated and enhanced marketing of regional and national/international graduate programs</p> <p>In collaboration with EM and Advancement, develop and implement marketing plan with initial focus on regional programs</p>	<p>Initial focus: Deliver major messages identified by regional marketing research (i.e., high quality graduate degree and certificate programs, convenience, affordability)</p> <p>Longer-term: Expand to deliver key messages pertaining to national/international graduate programs</p>
<p>New Graduate School brochure complemented by unit level materials</p> <p>In collaboration with Advancement, EM, and the academic units and under contract with 160over90, develop updated and branded Graduate School marketing brochure with associated unit materials</p>	<p>Deliver overarching messages pertaining to graduate education at the University as well as key features of graduate programming within each academic unit</p>
<p>Revise Graduate School/Grad Admissions web site</p> <p>In collaboration with Advancement, EM, UDiT, and academic units and under contract to 160over90, launch new Graduate School web site that combines functions of current Graduate School and Grad Admissions web sites</p>	<p>Provide prospective and current students and faculty with branded, up-to-date, and user friendly web site</p>
<p>Initiative to enable eventual development of unit-level marketing/recruitment plans: Establish enrollment goals for graduate programming at the unit level</p> <p>In collaboration with the academic units and EM, develop process for establishing unit enrollment goals.</p>	<p>Gain experience with goal setting at the graduate level to refine process and provide information to enable development of marketing/recruitment plans at the unit level</p>

## Strategic Priority 2: Continuous Improvement of Graduate Programming

Goal	Objective
<p>Reinvigorate graduate program review via implementation of recommendations made by the Program Review and Assessment Subcommittee of the Graduate Leadership Council (GLC)</p> <p>Enhance the effectiveness of program review in fostering continuous improvement of graduate programs and align with current University assessment processes</p>	<p>Create a master schedule for Program Review, Accreditation, and Assessment, which coordinates all three activities</p>
	<p>Maintain a library of program review final reports and related materials</p>
	<p>Centralize collection of key data to support graduate program and accreditation reviews and related reports</p>
	<p>Coordinate evaluation of Library subject collections with graduate program review</p>
	<p>Enhance the program review feedback loop</p>
<p>New program development</p> <p>Develop and implement processes for identifying and initiating new programs and for anticipating and responding to emerging opportunities</p>	<p>Implement reinvigorated process</p> <p>Enable University to anticipate and respond to national trends in graduate education (e.g., Professional Science Master's programs) and to develop new mission-related graduate initiatives</p>

**Strategic Priority 3: Enhance the Catholic and Marianist Character of Graduate Education**

Goal	Objective
<p>Develop “white paper” that discusses implications of the Catholic and Marianist character of the University for graduate education</p> <p>Produce document to initially support campus-wide conversation and consensus building pertaining to implications of our Catholic and Marianist identity for graduate education</p>	<p>Identify and document key elements of Catholic and Marianist traditions with implications for graduate education to support development of strategic initiatives to strengthen the Catholic and Marianist character of graduate education</p> <hr/> <p>Integrate the Catholic and Marianist character of graduate education into more active practice</p>

# University Libraries

## Strategic Priority 1: Increase and improve access to the collection

Goal	Objective
Digitization: Create inventory of USCSC artifacts	To have a fully database of all art pieces housed in the USCSC
Fully develop the University's branded Institutional Repository	To create a resource for the storage and appropriate dissemination of the intellectual output of the University's scholars and the administrative records of the Univ.
Fully align collection development practices with emerging CAP curriculum	Support the emerging CAP curriculum
Web Sites: Update and migrate Mary Page to campus infrastructure	Create an up-to-date library web presence and facilitate access to collections and services.
Create mobile presence for highly used portions of the website and the catalog	Provide web service to the 20% (or more) of our clients who access the web on a mobile device
Work with Porches group to move appropriate content from Libraries site to Porches and Community	Take advantage of new information delivery methods to make the Libraries content and services known
Physical spaces for collections: Optimal use of space in Roesch and offsite for general collections	Create plan and guidelines for space needed for onsite, accessible materials and other uses
Optimal use of space in Roesch and offsite for general collections. Justification for added space.	To better understand collection needs; to facilitate EM use of Albert Emanuel.
Increase space available to ML-IMRI collections and programs	To better understand collection and program needs. To make the best use of current spaces in Roesch and CPC.

## Strategic Priority 2: Develop external funding options

Goal	Objective
Increase donations to the Libraries	Begin developing plan for cultivation and solicitation
	Highlight Libraries' campaign priorities
Increase external funding for Libraries' initiatives	Increase externally funded grant proposals

## Strategic Priority 3: Expand the Marian Library-International Marian Research Institute academic program and research activities

Goal	Objective
To increase visibility and viability of the ML-IMRI academic program	Increase enrollment by 5-7 new students each year
	Work with graduate School, Enrollment Management and Religious Studies on joint marketing and recruitment efforts
Begin exploring joint PhD/STD program	Increase attractiveness of the program for emerging church scholars and administrators
To increase financial viability of the program.	Match University of Dayton summer tuition rate for PhD in theology
	Increase scholarships
	Increase base budget funding for the program
Increase access and financial viability for Marian Library Studies	Move Marian Library Studies to online public access journal

### Other Strategic Priorities Achieved 2010-2013

- Major exhibit of crèches – drawing 3000 people to the Library
- Installation of Fr. Rossier as Executive Director of the Marian Library/IMRI
- Reconfiguring reference services to provide more in-depth assistance opportunities
- Partnered with Alumni Relations on several digitization projects
- Hired 2 new faculty librarians

### New Initiatives

- Collection support for new CAP courses, Marian Library crèche collection move, IMRI/Religious Studies Collaboration