



2015-17



STRATEGIC PLAN



» **GOAL 1 – EDUCATE FOR TRANSFORMATION AND PREPARE A NEW GENERATION OF SERVANT LEADERS**

The University of Dayton must continue to foster and improve a learning environment in which students are fully engaged not only in traditional academics but also in contributing to the communities in which they live and in readying themselves for meaningful servant leadership beyond our campus. In doing so the University will fulfill its commitment to its Catholic and Marianist traditions by enabling students to substantiate their faith, work constructively and collaboratively, and make informed decisions on the basis of open-minded appraisals and moral discernment. Central to these commitments is the University of Dayton's distinctive ideal of transformative education through integrating learning and living in community. As a concept and as a practice, this means understanding that there is a seamless relationship between education and action and faith and life, and that our graduates are prepared by the University to contribute significantly through service and leadership to the communities — at every level — in which they live and work.

STRATEGIC INITIATIVE 1.1

Focus the entire University on the concept and practice of transformative education through integrating learning and living in community.

- » Tactic 1.1.A — Complete implementation and an initial evaluation of the Common Academic Program prior to the 2017-18 accreditation visit by the Higher Learning Commission.
- » Tactic 1.1.B — Increase the number and diversity of full-time, tenure-track faculty in targeted areas, especially in first-year and CAP-related courses, and decrease reliance on part-time faculty in these areas.
- » Tactic 1.1.C — Implement new residential learning objectives that are aligned with the goals of the Common Academic Program, and highlight residential learning as an essential element of the University's transformative educational value.



STRATEGIC INITIATIVE 1.2

Promote learning through active engagement with community.

- » Tactic 1.2.A — Expand and support initiatives in community-engaged learning and service, and connect community engagement to students' leadership development through the Marianist educational tradition.
- » Tactic 1.2.B — Advance high-impact experiential learning, mentored by faculty and staff, as a signature element of a UD education, and strengthen infrastructure to coordinate, assess, and sustain high-quality experiential learning.

STRATEGIC INITIATIVE 1.3

Support all students to flourish academically and personally through the provision of services and programs that meet their needs.

- » Tactic 1.3.A — Further student wellness and responsible decision-making through healthy living programs, prevention education, and infusion of Commitment to Community across the University.
- » Tactic 1.3.B — Provide academic and engagement opportunities that support student retention and success, address alcohol abuse and sexual violence, increase spiritual awareness, and promote mental and physical health.

» GOAL 2 – CULTIVATE OUTSTANDING SCHOLARSHIP, RESEARCH AND ARTISTIC CREATION

The University of Dayton is committed to attracting and supporting a diverse body of faculty and other professionals whose scholarship, research and artistic creation deeply enrich the learning of our students and contribute substantially and meaningfully to the church, to the region, the nation, and the world. Faculty and research staff in every discipline and field across the University

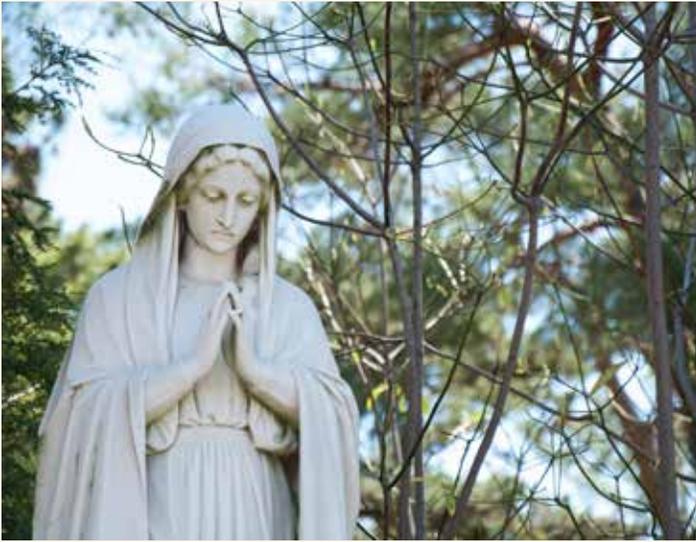
will be encouraged and enabled to engage in excellent productive, creative, professional work that distinguishes the institution.

STRATEGIC INITIATIVE 2.1

Invest in targeted areas of multidisciplinary research in which the University shows the greatest promise for national and international preeminence.

- » Tactic 2.1.A — Continue to invest in and promote collaboration among existing and emerging areas of research strength, especially in engineering and the sciences.
- » Tactic 2.1.B — Make new investments and foster institutional partnerships to expand influential multidisciplinary research in human rights and in environmental sustainability, with attention to intersections between these two areas of profound human concern.
- » Tactic 2.1.C — Build upon select areas of research strength by developing new graduate and professional programs and certificates in fields where demand is high and by enhancing existing graduate and professional education programs through e-learning technologies, cross-unit collaborations on curricula, and partnerships with other universities.
- » Tactic 2.1.D — Create new incentives for University faculty to collaborate with professional research staff in order to advance applied research and to enrich graduate and undergraduate student learning.
- » Tactic 2.1.E — Promote scholarship and creative production in the performing and visual arts, with particular attention to work that fosters campus and community engagement or supports global and intercultural learning.





» **GOAL 3 — STRENGTHEN AND PROMOTE THE UNIVERSITY'S DISTINCTIVE CATHOLIC AND MARIANIST IDENTITY**

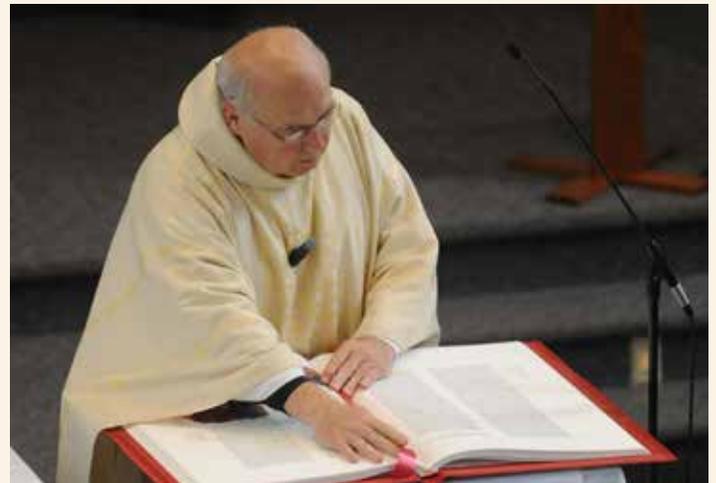
The University of Dayton's Catholic and Marianist identity is the foundation upon which all else is built, and it informs all that we strive to achieve. The University is firmly committed to its position as a leader in Catholic higher education and as a Catholic leader in higher education. As such, it articulates to people of all faiths the rich resources of Catholic intellectual tradition. The University is particularly committed to the Marianist spirit through which it cultivates both personal and social transformation by creating community, engaging students in learning, and enabling each individual to develop as a whole person within the context of commitments to purposes that transcend the personal.

In its commitment to educating the whole person, one of the key characteristics of a Marianist education is to educate for formation in faith. The University of Dayton acts deliberately to sustain its distinctive Catholic and Marianist identity and continues to welcome and support members of all faith traditions and those of no religious faith, and to value their contributions to its learning community. At the same time, it ensures the sustained centrality of Catholic and Marianist principles in its approach to education, research, and service, including the concept of profession as vocation and being called to work for social justice and positive transformation. The University itself is therefore called to advance human well-being and contribute significantly to building a better world.

STRATEGIC INITIATIVE 3.1

Ensure that the University's Catholic and Marianist mission remains a vital resource for all dimensions of the University community and is positioned to serve as a visible and valued intellectual resource to the Catholic Church and society at large.

- » Tactic 3.1.A — Shape the University's distinctive commitment to integrating learning and living in community so that it becomes a national model for transformative Catholic and Marianist education, focused on practical wisdom and vocational discernment.
- » Tactic 3.1.B — Provide rich opportunities for faith formation for the entire University community, and promote the Catholic and Marianist tradition through the development of laypersons and communities who are specially committed to the University's mission, through a strong Marianist Educational Associates program, through expansion of faculty and staff development programs, through maintenance of a vibrant campus ministry program, and through preferential and appropriate employment of qualified Marianist religious.
- » Tactic 3.1.C — Ensure that University governance reflects our Catholic and Marianist commitments to being person-centered, consultative and inclusive, mission-focused and flexible in responding to the signs of the times.



STRATEGIC INITIATIVE 3.2

Define the University of Dayton nationally and internationally as both a leader in Catholic higher education and as a Catholic leader in higher education.

- » Tactic 3.2.A — Strengthen the University's position as an intellectual resource for the Catholic Church and society in the dialogue between faith and culture, in the preparation of lay leadership, and in scholarship on Catholic intellectual and artistic life in the American context.
- » Tactic 3.2.B — Identify and support programs that reflect with particular clarity and effectiveness Catholic and Marianist priorities, especially those that address issues of social justice, stewardship of the earth, and the needs of the Catholic Church throughout the world, especially the needs of the Church in the United States.



» **GOAL 4 – ADVANCE GLOBAL AND INTERCULTURAL CITIZENSHIP AND ENGAGEMENT**

The University of Dayton's Marianist values and traditions call every member of its community to respond and contribute to this world as an informed and responsible citizen and as an engaged and compassionate individual. Through its overarching commitment to these values and to the concept and practice of integrating learning and living in community, and building upon the demonstrated and widely recognized strengths of our existing partnerships, the University will deliberately incorporate intercultural and international dimensions as central elements of its academic and student affairs programs. They will be cultivated on the University's campus, within the Dayton community, and both across and beyond the United States. Such initiatives are essential as we broaden our relationships to become a more diverse, multicultural, and international university.

STRATEGIC INITIATIVE 4.1

Cultivate an inclusive and engaging educational environment in which intercultural and international competencies and citizenship will flourish throughout the University.

- » Tactic 4.1.A — Define, promote, and assess key global and intercultural learning objectives in academic programs and in residence education.
- » Tactic 4.1.B — Continue to invest in faculty and staff development that contributes to global and intercultural learning, including research and travel fellowships, institutional exchanges, and targeted curriculum development in all academic programs.

STRATEGIC INITIATIVE 4.2

Internationalize the curriculum through the enhancement of courses and programs already engaged in international topics, by introducing international elements in appropriate existing courses that do not currently

focus on international issues, and develop new courses specifically to address such issues.

- » Tactic 4.2.A — Expand and diversify opportunities for intercultural learning and education abroad, enhance the affordability of international study, and highlight the value of studying global languages and cultures.

STRATEGIC INITIATIVE 4.3

Support as a valued educational and institutional resource the engagement of a racially, ethnically, culturally, religiously, and socioeconomically inclusive University of Dayton community.

- » Tactic 4.3.A — Improve recruitment, academic and scholarship support, persistence to graduation, and an inclusive environment for domestic minority and international undergraduate and graduate students, with particular attention to diverse underrepresented minority and international student populations.
- » Tactic 4.3.B — Improve recruitment, advancement and leadership opportunities for faculty and staff from groups underrepresented in the university community.



» **GOAL 5 – PRACTICE RESPONSIBLE STEWARDSHIP**

The University of Dayton must continue to communicate its core values, distinguish itself from other institutions, publicize its strengths, and thereby attract the resources that will enable it to remain a premier Catholic university in the Marianist tradition. The ability of the University of Dayton to provide an excellent education rests on its ability to manage as wisely as possible its human, financial, capital, and environmental resources. The University therefore has a responsibility of stewardship to ensure its vitality for future generations. Efficiency, quality assurance, cost containment, and demonstrated effectiveness are core elements in this stewardship. The institution must

also continue to be affordable, in order that students can continue to benefit from its distinctive approach to education. Sustained quality in programs, operations, and facilities, as well as in the professional development of faculty and staff, is central to the University.

STRATEGIC INITIATIVE 5.1

Communicate and market more effectively the University's distinctive academic and educational value and impact, and their roots in the University's Catholic and Marianist mission.

- » Tactic 5.1.A — Ensure that good communication about the University extends throughout the institution itself as well as to those outside the University, and that the substance of this communication is clear and consistent with its declared values and aspirations.
- » Tactic 5.1.B — Support and promote high-quality athletics programs, led by nationally recognized basketball programs, which advance the University's goal of being recognized as a distinctive, top-tier Catholic research university through increased visibility, a richer student experience, and strengthened alumni engagement and support.
- » Tactic 5.1.C — Increase relational capital for the University through implementation of a comprehensive engagement and loyalty building plan that focuses on alumni and friends of the University and uses a life-segmentation model.

STRATEGIC INITIATIVE 5.2

Support curriculum, faculty, researchers, and staff with facilities, equipment, and information technology and resources that will enable them to fulfill their potential and contribute most effectively to the University and the wider community.

- » Tactic 5.2.A — Build and sustain a high performance, standards-based information technology environment to support learning, planning, decision-making, research, and scholarship.

- » Tactic 5.2.B — Emphasize master planning as well as the continual improvement in the environmental sustainability of facilities and grounds to progress toward the goals of the Presidents' Climate Commitment.

STRATEGIC INITIATIVE 5.3

Operate the University efficiently on the basis of sound business practices.

- » Tactic 5.3.A — Develop in all areas of the University on-going systems of strategic, organizational, and operational assessment that rely on sound, data-based analysis and that enable constructive responses to performance measures.
- » Tactic 5.3.B — Streamline the University's business and service operations through continuous quality improvement.
- » Tactic 5.3.C — Identify and reorganize or eliminate programs or operational practices that are not strategically aligned or that are ineffective or cost-prohibitive.
- » Tactic 5.3.D — Manage the University's finances and debt structure so as to maintain or improve the bond rating of A-S&P and A2-Moody.
- » Tactic 5.3.E — Develop a three-year operating plan for FY2017 – FY2019 that incorporates operations, capital, and fundraising.
- » Tactic 5.3.F — Effectively assess and manage risks in all University programs and activities, including financial, health, safety, legal, and reputational risks, while meeting overarching goals of maintaining full legal and regulatory compliance and continuous improvement.

