



FOR THE COMMON GOOD

Guided by our Catholic, Marianist identity, we embrace our mission to work for the benefit of society — for the common good. That responsibility sets our direction; shapes our academic programs from engineering and business through the liberal arts and sciences, law, and education; inspires our research; motivates our partnerships; and forms our graduates.

We graduate servant-leaders who are equipped to succeed and make a difference in the global marketplace due to their education in critical thinking and innovation, and their experience in building community. We conduct research that contributes to the body of human knowledge, leads to a more just and sustainable world, and leverages emerging technologies to advance human potential and create economic opportunity. We do this through partnerships — local, national, and global — calling upon our Catholic, Marianist commitment to work in community and our history of adapting to the world's changing needs.

In the Catholic intellectual tradition, we pursue understanding as the path to wisdom and embrace both faith and reason. We place social good and economic opportunity in the foreground, such that they are a compelling motivation for our strategic direction, investments, partnerships, teaching, learning, and research:

- **LEARN:** Prepare servant-leaders through comprehensive academic and residential curricula and extraordinary experiential learning opportunities.
- **LEAD:** Perform research that leads to deeper understanding, addresses critical issues, and supports economic growth.
- **SERVE:** Engage in mutually beneficial partnerships to strengthen our communities in Dayton and around the world.

1. FOUNDATIONAL COMMITMENTS

- Make a University of Dayton education affordable and accessible to all students who are qualified, including middle- and low-income families, by containing rising costs, generating new revenue, and securing greater philanthropic support.
- Create a more diverse, welcoming, and interculturally inclusive campus from the board of trustees to the student body, with a special commitment to socio-economic and racial/ethnic diversity.
- Develop the agility needed to adopt new models of teaching and learning that engage students and prepare them for servant-leadership roles and lifelong career success.
- Integrate the arts and humanities as they play an essential role in the development of creative and critical thinking and forward-looking leadership.
- Advance dialogue between faith and reason, a centerpiece of Catholic intellectual tradition.

2. BUILDING CAPACITY FOR SERVANT-LEADERSHIP AND ADAPTABILITY THROUGH A UD EDUCATION

Ensure that every student receives an education that provides a distinctive, integrated student experience that fosters servant-leadership, a spirit of life-long learning, and adaptability for changing times through:



■ **Community Engagement**

- Develop deeper, higher-impact reciprocal relationships in the Dayton community, elevating the education of our students through experiential learning and addressing issues such as Catholic and urban education; food security, nutrition, and health; reconciliation of racial, religious, and cultural conflict; environmentally sustainable neighborhoods; and alternatives to violence.
- Appoint “community geographers” to analyze neighborhood-based data and trends to identify and prioritize issues for our shared work.
- Renovate Chaminade Hall and create community co-working space for non-profit community organizations; locate strategically pivotal, community-based centers; serve as a hub of student, faculty, and staff collaboration.

■ **Innovation, Applied Creativity, and Entrepreneurship**

- Become an anchor in the Dayton Arcade, establishing faculty and staff offices, offering courses, and jointly leading an ideation center that provides:
 - Accessibility to students, faculty, and staff pursuing venture creation and innovation.
 - Experiential learning opportunities for students from a variety of disciplines supporting others who are creating new ventures.
- Partner with a Dayton neighborhood, local foundations, banks, economic development organizations, and regional businesses to develop a “community innovation center,” an incubation site for neighborhood businesses and nonprofit ventures, with a special emphasis on women- and minority-owned concepts.
- Develop innovative policies, practices, and incentives to empower faculty and staff who wish to pursue commercialization and venture creation.
- Strive to become the first university in the country in which every student will take at least one course on innovation, humanity-centered applied creativity, and entrepreneurial thinking.

■ **Intercultural and Global Engagement**

- Increase the racial, ethnic, and cultural diversity of our faculty and staff, and enrich the curriculum to expand students’ intercultural competencies.
- Grow the opportunities available for intercultural immersions and ensure that they are available to all students, no matter their financial circumstances.

3. ENHANCING INTERDISCIPLINARY RESEARCH

- Make investments in faculty, staff, graduate students, and facilities in three focus areas:

○ **Sustainability and Human Rights**

- Selectively build upon our cross-University strengths in advanced energy research.
- Pay special attention to opportunities where sustainable energy and human rights researchers can work together to advance the common good.
- Aim for an NSF Science and Technology Center.

○ **Autonomous Systems**

- Leverage University strengths — including sensing, controls, machine learning, virtual reality, and artificial intelligence — while also considering contributions from humanities, social sciences, law, and business.
- Become the first university in the country to develop and deliver a dedicated, interdisciplinary autonomous systems master’s program.
- Aim for an NSF Engineering Research Center.



- **Health and Bio-Sciences**

- Perform an honest assessment of how our strengths can be complemented by key partnerships and aligned with funding opportunities, and work together to identify a coherent thrust worthy of University seed investment.
- Aggressively pursue corporate partners interested in deep and mutually beneficial relationships to make major investments on campus and work with researchers, faculty, and students to advance these focused research realms.
- Invest to create more opportunities for undergraduate research and experiential learning both in these strategic areas and more broadly.
- Provost, deans, department chairs, and the academic senate to work together to evaluate research-related policies including release time, differential course load, and mentoring of undergraduate students.

4. ADVANCING GRADUATE PROGRAMS

- Enhance a wide range of graduate programs so that we advance our reputation for excellence in graduate education, preparing professionals who make a difference in their fields and in the world.
- Explore a capstone requirement in select master's programs to give students the opportunity to serve leadership roles in community engagement and innovation initiatives.
- Provide clear incentives to departments and programs aimed at diversifying our graduate offerings to align with our strategic aspirations and also grow revenue and research capacity.

5. EMPOWERING THE FACULTY AND STAFF OF THE FUTURE

- Create loose-knit, cross-University “transdisciplinary faculties” to provide leadership along the three themes that define our aspiration as a University — community engagement, innovation, and intercultural engagement. In collaboration with their home schools and departments, these faculties would be responsible for the development and oversight of experiential learning opportunities in each of these domains along with the development of relevant curricula.
- Build critical mass in the research focus areas with faculty and staff hires in each school.
- Encourage joint hires across departments and schools, and create cross-unit structures for mentoring, evaluation, and recommendations on tenure and promotion.
- Provost and the academic senate to work together to broaden tenure and promotion criteria to also reward community-engaged scholarship, sponsored research, innovative approaches to teaching and learning, and venture creation/commercialization activities.