

# Strategic Plan Report

## 2017-2018:

Throughout the strategic planning process, the University community worked together to identify goals that would positively impact student learning and development for a truly transformational experience – one that is Engaged, Integrated, and Global. As our [first-year and second-year progress reports](#) show, we have made significant progress in meeting strategic goals, and in addressing the expectations of our [Strategic Planning Principles](#), foundational goals which construct a strong platform for the University to explore the plan's calls to action in what is a challenging time for private higher education.

The plan outlines a set of ambitious goals which invite all members of the University community to contribute their talents to build a better University, and a better world. As our President, the Rev. Scott R. Pilarz, S.J., remarked in his 2018 inaugural address, “our current strategic plan rightly encourages us to embrace the world...we just as enthusiastically embrace

## ABOUT STRATEGIC METRICS:

### Key Metrics:

Strategic-level reporting is constructed using a holistic approach that values both quantitative data and qualitative reflections. There are three elements of progress reporting: student outcomes, institutional outcomes, and metrics. Metrics generally fall into three categories: inputs (such as characteristics of students, faculty, and programs); processes and experiences (such as student retention and graduation rate and participation in high impact programs); and outcomes (student knowledge and proficiencies; attainment of desired benchmarks; post-graduate outcomes and success). The following pages highlight selected strategic metrics and other outcomes. Unless otherwise noted, strategic metrics capture data from one academic year<sup>1</sup> to another.

### What are HIPs?

Throughout the strategic plan progress report, we remark on student and faculty participation in several High Impact Practices, or "HIPs." HIPs are learning activities that are known to have a significant impact on student success, including re





## SELECTED STRATEGIC METRICS: ENGAGED

## INTEGRATED

With the support of generous donors and SI Funding, a faculty-led Humanities initiative launched in 2017. This interdisciplinary initiative - exploring the study of culture, history, language, literature, philosophy, religion - coordinates a Humanities Forum, Artist in Residence Program, is a pathway for students to participate in the [Research as a High Impact Practice](#) program.

SI Funding is also supporting University/Community partnerships to further K-12 STEAM<sup>2</sup> education, with a focus on science enrichment activities in local elementary, middle and high school students. The new Synergistic Activity Program for Science Education

("SynAPSE") initiative enables University of

Scranton research students to conduct

learning activities at a local I5ui1 0 0 1(a)9(t)-8(0.0196 0.384 0.757 RG(l)5(m)-8(pa)10(((a)9(l)-51(15u













## THE STRATEGIC PLANNING PRINCIPLES IN ACTION: SELECTED INITIATIVES<sup>3</sup>

The planning principles outline priorities for decision making that undergird our strategic planning. The principles guide our approach to creating a strong platform from which we can make our strategic goals a reality.

### AFFORDABILITY

- ◁ A stable TFRB increase at below 3% over past three years (national average<sup>4</sup>: 2.3%)
- ◁ An average aid package in 2018-19 of \$32,000<sup>5</sup>, an increase of 6% over past three years.
- ◁ An average Cohort Default Rate of 2.9% over past three years (national average<sup>6</sup>: 10.8%).

### TRANSFORMING ADMINISTRATIVE STRUCTURES

In 2017, a new Academic and Media Services department was introduced within the Information Technology division to better support academic technology needs. Also in 2017, the IT governance model was revised to assure broader and deeper staff, faculty, and student engagement in IT assessment and decision making.

In spring 2018, the Office of Institutional Research was restructured to form a new Office of Institutional Reporting and Data Analytics, with a broad charge to enhance institutional data analysis and its use for decision making.

In summer 2018, the President announced the realignment of 2Y/nhance

The Plan also incorporates refreshed approaches to the assessment of General Education, in accord with the 2018 Interim Framework for General Education, which outlines steps for streamlined and better integrated curriculum development and assessment.

In 2017, the OEA led the administration of a pilot of the AQUA assessment platform, facilitating the collection and evaluation of assessment across multiple departments, an effort that is already yielding valuable data about student learning.

## COMMUNITY

The 2016 launch of the Diversity Initiatives Program, funding projects that promote diversity and inclusivity on campus and beyond.

The University's Employee Wellness Program continues to thrive with approximately 60% of eligible faculty and staff participating each year. In 2018, 360 staff and faculty took part in the annual Employee Wellness Day.

In May 2017, the University introduced a new staff compensation program, establishing market-competitive grade ranges for staff positions, and updated guidelines for compensation administration.



initiatives described in the Strategic Plan as an on