STRATEGIC PLAN

1998 – 2003

A Vision for the 21st Century:
Commitment to Excellence

SACRED HEART UNIVERSITY

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SACRED HEART UNIVERSITY
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TABLE OF CONTENTS

SACRED HEART UNIVERSITY MISSION STATEMENT

Sacred Heart University is a coeducational, independent, comprehensive institution of higher learning in the Catholic intellectual tradition whose primary objective is to prepare men and women to live in and make their contributions to the human community.

The University aims to assist in the development of people knowledgeable of self, rooted in faith, educated in mind, compassionate in heart, responsive to social and civic obligations, and able to respond to an ever-changing world. It does this by calling forth the intellectual potential of its students, nurturing each one's spiritual and moral growth, and deepening in them a sense of social responsibility. The University is committed to combining education for life with preparation for professional excellence.

Sacred Heart University is Catholic in tradition and spirit. As a Catholic university, it seeks to play its appropriate role in the modern world. It exemplifies in its life the Judeo-Christian values of the God-given freedom and dignity of every human person. Inspired by the ecumenical spirit of the Second Vatican Council, Sacred Heart University welcomes men and women of all religious traditions and beliefs who share its concerns for truth, scholarship, the dignity of the human person, freedom, and the betterment of human society. It values religious diversity as enhancing the University community and creating opportunities for dialogue in the common search for truth. Through its curricular and co-curricular activities and campus ministry programs, the University provides the context in which students have the opportunity to appropriate in a critical fashion their own religious traditions.

Sacred Heart University challenges its students to think critically, analyze carefully, evaluate with a sense of justice and proportion, and convey conclusions in an intelligible and articulate fashion. The University provides the environment in which its students can develop the aesthetic dimension of life by nurturing their abilities to imagine, create, and appreciate. It assists students to acquire a rich understanding of their own cultural and family heritages so as to assume their responsibilities as conveyors and creators of culture and family.

As a community of teachers and scholars, Sacred Heart University exists for the pursuit of truth. It joins with other colleges and universities in the task of expanding human knowledge and deepening human understanding. It encourages and supports the scholarly and artistic work of its faculty and students. Further, it has a responsibility to share its resources and its special gifts and talents for the betterment of the human community. All members of the University community are encouraged strongly to participate in the wider community through service to others, especially the poor.

From its founding, the University has been recognized for its caring approach to students. This expresses the University's belief that each student is born with a unique set of qualities and skills. It respects the personal and academic freedom of each of its members while, at the same time, fostering a genuine experience of community. By so doing, it creates the environment in which each person in the University shares in common goals and a common commitment to truth, justice, and concern for others.

SACRED HEART UNIVERSITY: A VISION FOR THE BEGINNING OF A NEW CENTURY

Introduction

In 1994 the Board of Trustees of Sacred Heart University approved a strategic plan that committed the University to becoming one of the five leading Catholic universities in New England. A specific set of goals and objectives for the 1994–1999 period was articulated.

The 1994–1999 goals that were approved are as follows:

Increase the number of full-time undergraduate students to 1900–2100 by FY99.

Increase by FY99 the number of part-time undergraduate students to 2000–2200, part-time graduate students to 1700–2000, and the number of full-time graduate students to 150–200.

Develop new academic programs and enhance existing academic programs at the undergraduate and graduate levels which by their distinctiveness and quality will contribute to the strategic positioning of the University.

Provide an environment that fosters continued growth and development for faculty and contributes to the fulfillment of the mission of the University.

Improve the quality of student services and programs to enhance students' personal growth and development.

Strengthen the position of the University to respond to the current and emerging needs of adult learners.

Deepen the University community's understanding of and commitment to its mission.

Further develop and nurture the Catholic character of the University so that it is experienced by the members of the University community as an integral part of its life.

Strengthen and broaden the University's involvement in public service.

Develop a physical plant that meets the expanding needs of the University.

Utilize emerging technology in the fulfillment of the mission of the University.

Strengthen the financial position of the University.

Manage the University so that it will fulfill its mission within the changing context of American society.

The University has successfully pursued these goals and the attendant objectives since the plan was approved. Because the University had surpassed many of them well in advance of the completion of this planning cycle, the Trustees requested that a new strategic plan be presented at their annual retreat in June of 1998. They asked that this plan affirm the position that the University is committed to achieving in the marketplace and include a set of goals and objectives for the next five years, a proposal regarding the size of the University in 2008–2009, and appropriate financial models to support the strategic positioning of the University for the beginning of the 21st century.

POSITIONING SACRED HEART UNIVERSITY

Continuing the direction set at the end of the 1980's, the University is committed to becoming one of the leading Catholic universities in New England. In seeking to achieve this strategic objective, Sacred Heart University recognizes that it has three broadly defined challenges to address.

First, it must be recognized for effectively addressing emerging issues facing higher education (i.e., external focus, service to the community, use of instructional technology, outcomes assessment, etc.).

Second, it must take its place among leading Catholic universities in New England by achieving competitive levels on commonly accepted "benchmarks" (i.e., percentage of faculty with terminal degrees, endowment per FTE, graduate placement, percentage of alumni who give to the Annual Fund, etc.).

Third, it must be recognized for its unique contributions as a Catholic university in New England (i.e., the Center for Christian-Jewish Understanding, the Institute for Religious Education and Pastoral Studies, WSHU, etc.).

I. THE MISSION AND PURPOSE

Sacred Heart University's fundamental mission is to assist in the development of human beings and of society by preparing its students to live in and make their contributions to the contemporary world. The University is committed to (1) fostering student learning; (2) searching for truth; (3) developing and transmitting the Catholic intellectual tradition; (4) nurturing the full human growth and intellectual development of its students; (5) serving the larger community, especially the poor; and (6) pursuing excellence in all its endeavors.

Sacred Heart University graduates ought to be capable of thinking critically, analyzing carefully, evaluating with a sense of justice and proportion, and conveying conclusions in an intelligible and articulate fashion. They should, in addition, be knowledgeable of self, rooted in faith, educated in mind, compassionate in heart, responsive to social and civic obligations, and able to respond to an ever-changing world.

A key component of the University's mission as a major comprehensive Catholic university in New England is to prepare its students to be leaders in service to others. Graduates of Sacred Heart University will be prepared to assume positions of leadership in society, in their chosen professions, and in the Catholic Church or in their own religious communities. As leaders who are motivated by the fundamental moral principles of the Judeo-Christian tradition and qualified to participate in a globally diverse and interconnected world, students of the University will contribute in significant ways to the betterment of human society.

In addition, the University affirms its special responsibility to provide educational and learning opportunities to economically disadvantaged people, especially in Fairfield County.

II. THE CORE VALUES

The core values of Sacred Heart University are its guiding principles. They define what the University stands for and are, therefore, of intrinsic value to the University community. Flowing from its Catholic tradition, the University's core values are the following:

The Catholic intellectual and the liberal arts traditions

Commitment to excellence in all that we do

Pursuit of truth and knowledge as intrinsically valuable

Responsibility for the common good of society

The dignity and worth of every human being

These core values guide the University's operating practices, business strategies, and cultural norms. Sacred Heart University is committed to these values for the long term.

III. THE STUDENT POPULATIONS OF THE UNIVERSITY

As a comprehensive university, Sacred Heart University serves four broadly defined groups of learners:

Traditional age full-time undergraduate students

Adult students (those over 22 years of age) pursuing baccalaureate education on a part-time or on an accelerated basis

Full-time and part-time graduate students

Students pursuing, either on their own or through their businesses or organizations, continuing education or professional development opportunities for learning

IV. THE EMERGING FUTURE

During this next decade Sacred Heart University will be generally recognized by its various publics as one of the leading Catholic universities in New England. It will achieve this position in the marketplace of higher education by accomplishing the following:

First, the University will make significant improvements in the quality and depth of learning throughout all its educational programs and activities. Through their education at the University, students will acquire the skills for living, working, and lifelong learning.

Second, the quality and distinctiveness of an education at Sacred Heart University will be appreciated more fully by the wider community because of the University's excellence in teaching, its leadership in the use of instructional technology to assist in learning, and its superior educational resources.

Third, the University will be noted for its commitment to the human growth and development of its students. Significant improvements will be made in comprehensive co-curricular activities and in nurturing a learning environment throughout the campus community.

Fourth, the University will be noted for its effectiveness in preparing its students to respond to the major ethical issues in society and in the professions and to live in a globally interdependent, rapidly changing, and culturally diverse world.

Fifth, its Catholic identity will be broadly recognized as integral to the life and mission of the University.

Sixth, the University will be recognized for its leadership role in community service, especially throughout Fairfield County.

Seventh, the University's enrollment of students in degree-granting programs will rank among the largest among the twenty-four Catholic colleges and universities in New England.

V. Proposed Size for 2008–2009 Academic Year

During the 1998–2003 period, the University will continue to plan to reach the following enrollment targets for 2008–2009:

Full-time Undergraduates	3000
Part-time Undergraduates	2500–3000
Full-time Graduates	800–1200
Part-time Graduates	2000–2500
Non-credit Programs and Seminars	3000

GOALS AND OBJECTIVES FOR THE 1998 – 2003 STRATEGIC PLAN

1. Establish, achieve, and continuously improve standards of excellence within each academic program in terms of its quality, distinctiveness, and breadth and depth of learning.

2. Continue to develop new and to enhance current academic programs that are responsive to the changing environment and support the strategic positioning of the University.

3. Achieve the following enrollment goals:

	YEAR: 2003
Full-time Undergraduates	2500 – 2650
Part-time Undergraduates	2000 – 2400
Full-time Graduates	600 – 790
Part-time Graduates	1700 – 2000
Non-credit Programs and Seminars	2000

4. Promote the growth and development of the faculty as the primary University resource for achieving academic excellence, enriching student learning, and enhancing scholarship.

5. Strengthen significantly the financial position of the University, emphasizing increased revenue from fund-raising and other non-tuition sources.

6. Lead and manage the University so that it achieves its vision.

7. Significantly improve the coordination of marketing and public relations efforts throughout the University so that it is positioned as a leading Catholic university.

8. Increase the level of understanding and ownership of and commitment to the University's mission, its vision, and its identity as a comprehensive Catholic university by all members of the University community.

9. Continue to develop and maintain the facilities to achieve an image of a leading Catholic university.

10. Improve significantly the quality of, and customer satisfaction with, all services at the University.

11. Promote student learning and personal development outside the classroom.

12. Strengthen the University's capacity to lead in the application of information systems for academic, administrative, and student use.

<u>GOAL 1</u>: Establish, achieve, and continuously improve standards of excellence within each academic program in terms of its quality, distinctiveness, and breadth and depth of learning.

<u>Objectives</u>:

1. Create a comprehensive, long-range academic plan that includes for each of the four Colleges and focuses on program enhancement, development, evaluation, and outcomes assessment.
2. Complete the revision of the core curriculum so as to give expression to the University's Catholic intellectual and liberal arts traditions.
3. Identify and apply measurable standards of student outcomes in the mastery of skills, the mastery of subject area, critical analysis, and the integration of knowledge in all academic disciplines.
4. Identify and assemble the configuration of resources needed to achieve the standards of excellence established by each program.
5. Ensure that all programs at all sites are responsive to the changing environment, address the needs of society and employers, incorporate improvements in educational pedagogy and technology, and are responsive to the imperatives of the University's mission.
6. Complete a cycle of program review for all academic programs.
7. Ensure that academic programs prepare students to respond to the major ethical issues in society and in the professions and to live in a globally interdependent, rapidly changing, and culturally diverse world.
8. Continue to enhance programs within the existing flagship areas: Business, Education, and Health Sciences.
9. Develop one or two flagship programs within the College of Arts and Sciences and University College.
10. Increase opportunities for interaction between students and faculty within and outside the classroom.
11. Develop and implement a plan to significantly enhance the Library as a center of learning.
12. Define and strengthen the level of scholarship within each academic program, department, and College.
13. Continue to review and improve the University's curriculum to ensure that students receive a quality education and a strong foundation in the liberal arts.
14. Improve the quality of instruction.
15. Eliminate academic programs that no longer contribute to academic excellence or to the overall mission of the University.

<u>GOAL 2</u>: Continue to develop new and to enhance current academic programs that are responsive to the changing environment and support the strategic positioning of the University.

<u>Objectives</u>:

1. Foster an environment that encourages the generation of creative and innovative academic program initiatives.
2. Develop and implement a responsive and efficient process for proposing, reviewing and, if appropriate, initiating academic programs and projects.
3. Establish long-range plans to manage the addition, enhancement, and attrition of programs at all University sites.
4. Continue to conduct formal feasibility studies for the establishment of a law school and for doctoral programs, and implement recommendations as appropriate.
5. Determine the strategic role of distance learning and develop and implement a plan as appropriate.
6. Develop a program in Theological Studies.
7. Develop and implement a plan to ensure that the Catholic intellectual tradition is an integral part of academic programs within each College.

GOAL 3: **Achieve the following enrollment goals:**

	YEAR: 2003
Full-time Undergraduates	**2500 – 2650**
Part-time Undergraduates	**2000 – 2400**
Full-time Graduates	**600 – 790**
Part-time Graduates	**1700 – 2000**
Non-credit Programs and Seminars	**2000**

Objectives:

1. Enroll a student body that is more academically talented and diverse, is from an expanding geographical base, and has an increasing ability to pay.
2. Achieve significant increases in retention rates that will lead to increased completion rates of all enrolled students.
3. Formalize the roles of faculty, staff, alumni, academic advisors, coaches, parents, and others in the recruitment and retention of students.
4. Maintain affordability of University offerings while simultaneously increasing the quality of those offerings.

<u>GOAL 4</u>: Promote the growth and development of the faculty as the primary University resource for achieving academic excellence, enriching student learning, and enhancing scholarship.

<u>Objectives</u>:

1. Increase the number of full-time faculty based on program needs and on the plan to enhance academic excellence.
2. Develop and implement a faculty growth and development plan within each College to achieve academic excellence, enriched student learning, and enhanced scholarship.
3. Provide faculty with appropriate technology, training, and funding to enhance scholarship and to support faculty and student learning.
4. Develop long-range compensation plans for full-time faculty so as to achieve the strategic objectives of the University.
5. Achieve a competitive salary structure for affiliate faculty.
6. Revise the Faculty Handbook in light of the new academic structure, paying particular attention to the criteria for rank and tenure.
7. Strengthen the leadership provided to the faculty by clarifying the roles and responsibilities of academic management.

<u>GOAL 5</u>: Strengthen significantly the financial position of the University, emphasizing increased revenue from fundraising and other non-tuition sources.

<u>Objectives</u>:

1. Increase revenue from fundraising:
   - Increase Annual Fund contributions by 10% annually.
   - Increase by 10% annually the funds raised through grants to support University operations and strategic planning initiatives.
   - Increase significantly the number of planned gifts.
   - Develop and begin a major Capital Campaign during FY2000.
2. Develop and begin implementation of a comprehensive plan to secure funds for current financial aid in order to provide wide access and affordability that will support enrollment growth.
3. Increase the University's ability to generate revenue through University institutes and centers. Develop and implement a plan to generate revenue from new business ventures.
4. Continue to operate with a balanced budget.
5. Continue to improve the University's bond rating.
6. Continue to build the Trustee Reserve Fund by adding $18–$20m by 2003.
7. Increase significantly the University's true endowment funds.
8. Review and, if appropriate, modify the financial aid discount policies to contribute to increased net revenue from all student groups.

GOAL 6: Lead and manage the University so that it achieves its vision.

Objectives:

1. Foster the University's culture of mutual respect and professional excellence.
2. Build shared commitment to the University's strategic plan through communication and collegial processes.
3. Develop management structures required to provide effective leadership as the University continues to grow and increase in complexity.
4. Increase the University's understanding of the increasing complexity of its competition.
5. Refine and align the budget development and strategic planning processes, under the leadership of the senior level administrators, to improve the University's ability to identify and articulate priorities and their implications for the management and operation of the University.
6. Develop and implement development and compensation plans for staff.
7. Continue the process of strategic planning by aligning plans of operation with the strategic plan, monitoring progress, establishing an integrated and comprehensive data base, and supporting the requirements of external accrediting agencies.
8. Create policies, practices, and rewards in response to changing roles and responsibilities.
9. Improve significantly the external orientation of the University by increasing the effectiveness, number, and quality of partnerships and collaborative relationships.
10. Develop and implement a University-wide system for environmental scanning.

<u>GOAL 7</u>: Significantly improve the coordination of marketing and public relations efforts throughout the University so that it is positioned as a leading Catholic university.

<u>Objectives</u>:

1. Develop appropriate management structures and processes that respond to the public relations and marketing needs of the University.
2. Develop and implement a University-wide image/marketing/public relations campaign that increases awareness of the University's vision and mission.

<u>GOAL 8</u>: Increase the level of understanding and ownership of and commitment to the University's mission, its vision, and its identity as a comprehensive Catholic university by all members of the University community.

<u>Objectives</u>:

1. Increase the clarity of the definition as well as the knowledge and awareness throughout the community of the University's mission and Catholic identity.
2. Ensure that the University's mission, vision, and Catholic identity are reflected in curriculum, policies, procedures, and practices.
3. Broaden understanding, appreciation, and acceptance of the value of diversity within the University community.
4. Develop and implement a plan to enhance diversity (gender, ethnic, racial, geographical) within the University community.
5. Promote recognition of the University for its leadership role in community and public service.
6. Maintain and enhance the University's level of participation in community service.
7. Develop a program to recruit, retain, and graduate a number of educationally qualified students from economically disadvantaged circumstances.
8. Revise and implement the long-range plan for Campus Ministry that will provide the resources needed for students' faith formation, spiritual growth, and moral development.

<u>GOAL 9</u>: Continue to develop and maintain the facilities to achieve an image of a leading Catholic university.

<u>Objectives</u>:

1. Further develop and refine for all University sites a comprehensive Master Plan, which incorporates the space implications of all new and enhanced programs.
2. Develop and implement a plan that supports the operation of the University twenty-four hours a day, seven days a week, fifty-two weeks a year.
3. Acquire additional land and facilities to further the strategic positioning of the University.
4. Develop and implement a plan regarding the leasing of space to respond to the University's growing needs.
5. Maintain a policy of no deferred maintenance.

GOAL 10: Improve significantly the quality of, and customer satisfaction with, all services at the University.

Objectives:

1. Establish, regularly apply, and analyze measures of customer satisfaction with service for the overall institution and within each department.
2. Enhance interpersonal communications through training and managerial support.
3. Enhance personnel empowerment for decision-making, action, and innovation.
4. Define, improve, and communicate University procedures and processes to improve customer satisfaction.
5. Use the nationally recognized Malcolm Baldrige criteria as an internal evaluation tool and apply for the Connecticut State Quality Award.

GOAL 11: Promote student learning and personal development outside the classroom.

Objectives:

1. Complete and implement the Student Development Plan that focuses on student learning outside the classroom.
2. Develop and implement systems for outcomes assessment of student learning outside the classroom.
3. Enhance collaboration between student affairs, faculty, and all administrative units to promote student learning and personal development.
4. Generate alternate sources of revenue to implement and enhance student development programming.
5. Develop comprehensive programs for student learning and personal development for all student populations.
6. Create professional development opportunities for Student Affairs departments to enhance their expertise regarding students, their environments, and their learning processes.
7. Refine and complete the implementation of the plan to move to Division I athletics.
8. Increase opportunities for students to learn and exercise leadership skills.

GOAL 12: Strengthen the University's capacity to lead in the application of information systems for academic, administrative, and student use.

Objectives:

1. Maintain the computer technology infrastructure of the University to keep it at the highest level required for the academic and administrative needs of the University.
2. Develop and implement a plan to continually improve all information services at all educational and administrative sites.
3. Incorporate the integration of technology into the management processes and services of the University through provision of equipment, support, training, and funding.
4. Perform needs assessments with user constituencies to improve the use of technology and acquire hardware and software as appropriate.
5. Support the establishment of an integrated and comprehensive data base for the University.
6. Support the increased use of Instructional Technology* in the classroom.

* Instructional Technology is the use by University faculty and students of some form of technology as a learning/instructional enhancement tool. This technology may include, but is not limited to, a variety of media and hardware, such as laptop/desktop computers, multimedia presentations, the Internet, email, discipline specific software (CD-ROM), and TV/VCR's, that may be included as part of the lecture and/or curriculum. Curricula could comprise electronic assignments, bundled text-enhancement software, interactive web-based instruction, problem sets and quizzes, video teleconferencing (both synchronous and asynchronous), and distance learning processes.

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