COMMITTEE AND CORE TEAM

Members of the Strategic Planning Subcommittee of the Board of Directors:

Ron Dees
Dan Cunningham
The Honorable Sara Lioi
Greg Luntz
Edward Mahoney

Members of the Faculty/Staff Core Team:

Jill Bair
Dr. Nancy Blackford
Dr. Kai Brunkalla
Miguel Chavez
Lucia Cirese
Rebecca Coneglio
Audra Dice
Dr. Alan Digianantonio
Dr. Megan Donaldson
Jason Fautas
John Gurnak
Rachel Hammel
Katie Hutchison
Michael Koluch
Dr. Judy Kreye
Laurel Lusk
Dr. Christine McCallum
Dr. Doug Palmer
Dr. Jaime Paz
Carole Splendore
Ryan Sweet
Dr. Julie Szendrey
Dr. Joseph Wayand
Dr. Leslie Whetstine
Dan Suvak, Chair

WALSH UNIVERSITY MISSION

Walsh University is an independent, coeducational Catholic, liberal arts and sciences institution. Founded by the Brothers of Christian Instruction, Walsh University is dedicated to educating its students to become leaders in service to others through a values-based education with an international perspective in the Judeo-Christian tradition.

Walsh University believes in the desirability of a small university that promotes academic excellence, a diverse community, and close student-teacher interaction.

The University provides its students a higher education that fosters critical thinking, effective communication, spiritual growth, and personal, professional, and cultural development. Walsh University encourages individuals to act in accordance with reason guided by the example and teachings of Jesus Christ.
1. Sustain our mission and legacy of the Brothers of Christian Instruction
   A. Grow the spirit of our founders and promote our identity by deliberately supporting all members of our community in their faith journeys
   B. Build awareness through campus events and select external communications, encouraging all to “live the mission”.
   C. Optimize mission-driven marketing of the university in varied media
   D. Expand international outreach through service learning classes abroad, especially at Brothers of Christian Instruction locations
   E. Foster off-site collaboration; include a presence in the inner city, possibly through low-cost summer learning programs or partnering with local and national non-profits
   F. Provide mission assessment data from surveys, program reviews and accreditation studies so that planning units can enhance mission awareness and action
   G. Include theologians in revising Campus Ministry and the University Chaplaincy (liturgical music, sacristan, chaplain, priests) to best serve community faith development
   H. Imbue the curriculum with discipline-based study and application of the lessons of Gaudium et Spes, the Pastoral Constitution of the Church in the Modern World, and other church teachings and foster civic responsibility based on constitutional documents

2. Develop or expand programs that creatively combine the University’s strengths with market demand to produce career-ready students
   A. Ensure ongoing detailed program reviews for each unit, using the findings to reinvent programs.
   B. Establish priorities for new program areas based on analysis of market needs
   C. Expand and improve online learning
   D. Develop certificate programs for skills marketable across disciplines
   E. Form alliances with schools that have complementary curricula
   F. Create interdisciplinary centers focused on civically engaged research and outreach in which students collaborate with faculty to build skills to solve real-world problems

3. Innovate to create transformational, flexible, student-centered learning experiences
   A. Implement and reward evidence-based teaching practices
   B. Use alternatives to tenure and post-tenure review to enable faculty to concentrate more fully on excellent teaching
   C. Chart an inclusive, coherent and progressive four-year student experience that integrates spiritual, cultural, experiential and intellectual growth and career readiness

4. Recruit and retain diverse staff, faculty and students from a broad spectrum of society who live the Walsh mission
   A. Support mission-centered diversity
   B. Enhance access to programs and support for differently-abled individuals as an expression of our mission and commitment to diversity
   C. Sustain Diversity Council initiatives

5. Optimize student access and economic well-being with prudent fiscal policies
   A. Increase sources of revenue to achieve university priorities and fiscal sustainability
B. Enhance revenue with fundraising and grants for research and program development
C. Maintain affordability of a Walsh education with cost control and aid packages focused on needs of undergraduate and graduate students
D. Undertake focused enrollment growth

6. Collaborate with external stakeholders to foster best teaching and learning practices and environments.
   A. Expand global opportunities through international relationships
   B. Develop campus facilities to support students' high impact practices
   C. Partner with local entities and develop approaches to campus to promote the university district

7. Leverage new and existing relationships to promote Walsh and enhance the student experience
   A. Develop and enhance alumni engagement
   B. Build a network to mentor students and alumni for career and research opportunities

STRATEGIC PLAN TIMELINE

August 12, 2014: Initial Strategic Planning meeting with Molly McGuigan, Appreciative Inquiry facilitator
September 16, 2014: Appreciative Inquiry workshop
December 8, 2014: Appreciative Inquiry demonstration
December 18, 2014: Core Team creates summary of issues from demonstration
January 8, 2015: Full Day Appreciative Inquiry Summit with all members of the Walsh community invited, and 100 people attending
February 24, 2015: Core team discusses results and distills hundreds of ideas and comments into a document with major themes and related activities. This work continues in small groups through the Spring
June, 2015: Series of meetings with President Jusseaume to prepare strategic plan goals for detailed feedback
July 15, 2015: Retreat at Lake Mohawk with President Jusseaume and key ministry staff to discuss Goal 1, “Sustain Our Mission and Legacy”
October 28, 2015: Core team meets to receive detailed interview assignments
November 23, 2015: Group meeting on Faith Journey
December 1, 2015: Board of Directors Strategic Planning Subcommittee meets with key core team participants to refine plan
December 4, 2015: Group meeting on Internships
December 7, 2015: Group meeting on Enrollment and Retention
December 8, 2015: Group meeting on New Building
December, 2015: Core team conducts 17 interviews with key individuals who will execute strategic plan and produces guide that includes activities, timelines, budget information, and outcomes
January 22, 2016: Board of Directors Strategic Planning Subcommittee meets with Core Team to refine plan
February 24, 2016: Board of Directors Strategic Planning Subcommittee meets with Core Team for final revision of strategic plan
April 23, 2016: Approved by Board of Directors