

PROGRESS REPORT ON IMPLEMENTATION

SEATTLE UNIVERSITY'S STRATEGIC PLAN FOR 2013-2018

Spring 2014

The Seattle University strategic plan, *Fulfilling our Mission in a Changing World*, was adopted in 2013 and sets direction for the University through 2018. The four goals of the strategic plan inform operational planning throughout the university and guide budgeting and resource allocation. They also serve as a foundation for the upcoming comprehensive campaign, the largest in the university's history.

The purpose of this document is to provide to the Board of Trustees and the university community highlights on the university's progress implementing the strategic plan.

GOAL ONE: Strengthen our capacity to provide a high-quality and transformational education rooted in the Jesuit tradition.

A. Support faculty in their development as scholars and educators

- Established minimum salaries for full-time faculty in FY14, significantly increasing salaries for lowest-paid full-time faculty.
- Funded minimum per-course salaries for part-time faculty in FY15, which will significantly increase salaries for lowest-paid part-time faculty.
- Funded year four of the market equity program, continuing a commitment to bring all faculty to market competitive salaries.
- Increased professional development funding, including new stipends to support online/hybrid course development and scholarship/research, and an overall professional development increase from \$750 to \$800 per full-time faculty member.
- Submitted 63 research proposals in FY13 (a record figure for the university) and produced \$4.1M in awards. As of April 28, 2014, we have submitted 70 proposals and received new funding valued at \$4.2M.
- Endowed faculty chairs and professorships are a feature of the comprehensive campaign. Some of these will be department or college-based, while others will be at the university level.

B. Strengthen community-based learning and global education

- Participation of over 3,000 students in academic service learning in 2012-13, and *U.S. News and World Report* recognizes SU as one of the top 25 schools in the United States for service learning. This includes 1,384 SU students who served in the SUYI neighborhood, an increase of 79% since 2010.
- Celebrated first anniversary of Middle College, an innovative high school affiliated with Seattle University and serving underserved students from the Youth Initiative neighborhood.
- Established a \$1 million endowed scholarship fund to help neighborhood youth attend Seattle University.
- Nicaragua Initiative flourishing with an exchange of students and more than a dozen projects underway.
- Increased number (N=24) of global grants awarded for support development of new international service learning programs.

C. Invest in our Jesuit Catholic character

- In its first year, the Institute for Catholic Thought and Culture offered programming related to its Catholic, Jesuit character, including the Catholic Heritage Lecture Series, summer faculty study groups, and interreligious dialogue events.

- The Interreligious Dialogue Task Force formed to intensify and coordinate dialogue within the rich religious diversity of the Seattle University campus.
- Planning underway for the “Securing our Jesuit Mission” component of the campaign. Key to this initiative will be obtaining endowment gifts to fund faculty research, student stipends, and the Catholic Heritage Lecture series.

GOAL TWO: Prepare our graduates to lead meaningful and successful professional lives.

A. Maximize advising, career preparation, networking

- University determined to move, as of July 2014, the Center for Career Advising to the Division of Academic Affairs, paving the way to enhance and integrate academic and career advising.
- Increased support for alumni regional chapters by creating position of assistant director of alumni relations.

B. Partner with employers and community organizations

- The curriculum for a Doctor of Nursing Practice in Systems Leadership was developed in collaboration with nursing leadership at Virginia Mason Medical Center.
- The Division of Marketing and Communications hired a Director of External Affairs, a new position charged with identifying and developing partnerships with key regional business, government and nonprofit organizations.

C. Expand internships and paraprofessional experiences

- Launched the SU Advantage marketing campaign with the goal of strategically increasing the engagement of faculty, staff, alumni, and campus and community partners in the professional development (hiring, mentoring and networking) of Seattle University students and alumni.

D. Promote a culture of student scholarship and research

- New Core Curriculum launched, which will significantly increase the number of “inquiry-based” courses taken by undergraduate students.
- Increased grant seeking for external funds to support undergraduate and graduate student researchers.
- Funded internally 34 summer undergraduate research students in the College of Science and Engineering, a record number.

GOAL THREE: Meet the challenges and opportunities of the changing educational and economic environment.

A. Respond to demand for STEM and health sciences

- The College of Nursing will graduate its first Doctor of Nursing Practice students in June 2014. In fall 2014, the college will launch a new certificate program in Health Informatics and Technology.
- The College of Science and Engineering will offer a new Computer Science Fundamentals graduate certificate starting fall 2014 and a new Master of Engineering in Systems Engineering in fall 2015. The college has also redesigned and strengthened its Environmental Science program.

B. Broaden access to SU via continuing education, graduate, and degree completion programs

- Planning underway for a new school, the School of New and Continuing Studies, that will serve part-time adult students seeking to complete their undergraduate degrees; bachelors programs to begin fall 2015

- A new Web Development certificate, offered in hybrid format and targeted to adult degree completion students, will launch in fall 2014.

C. Improve financial aid and cost containment

- Total financial aid in FY15 budgeted at \$65 million, a 59% increase over the past six years.
- Support for financial aid is key element of the capital campaign. A \$10M scholarship gift has been made and will be used as a matching pool to encourage additional giving. As much as \$50M in university wide scholarship support will be secured during the campaign; an additional combined \$50M goal has been set for the colleges and academic units to raise. The balance of merit- vs. need-based scholarship gifts to secure during the campaign is being assessed.
- The Seattle University three-year (FY10) student loan default rate remains low: 3.2% compared to a national average of 14.7% and 8.2% for private non-profit institutions.

D. Develop hybrid and online courses and programs

- Continuing, Online and Professional Education (COPE) office launched in 2013 with three new instructional design professionals to train faculty in the use of distance education.
- The COPE Course Design Program enrolled 72 faculty to develop online and hybrid courses based on best practices and the Ignatian Pedagogical Paradigm; thirteen courses will launch this summer.
- Completed implementation of the new Canvas Learning Management System, which will support both online/hybrid programs and traditional classroom instruction.



GOAL FOUR: Realize an infrastructure that supports excellence and innovation in all facets of our education.

A. Design and build innovative new science facilities

- Continued progress on planning for a new Center for Science and Innovation. First leadership gift of \$20M toward the costs of this center has been obtained. The comprehensive campaign for the university has established a goal of \$100M to raise for the facility, and early conversations are underway with a potential lead donor.
- Addressed immediate faculty research lab needs by leasing laboratory space at PNDRI.

B. Invest in our technology infrastructure

- Wired and wireless network upgraded (\$7.3M project, including \$5M five-year operating lease) and now providing 100% wireless indoor coverage and doubled Internet bandwidth. User satisfaction with the network has increased 19% since last year.
- Transitioned from remote help desk to on-campus services, and significantly increased user and desktop support services. Nine technology support staff added FY14, including onsite help desk and increased user support services. User satisfaction with technology support has increased 52% since last year.
- Made substantial progress in implementing a Customer Relationship Management system that will significantly increase our ability to effectively communicate with potential students.
- Funded for FY15 further improvements in technology services, including a new Associate CIO position, and five new positions to support the network and critical applications, including Colleague and Campus Card.

C. Develop and improve the physical infrastructure of the university

- Created new long-term strategic facilities opportunities by purchasing the former laundry building at 1300 E. Columbia.

- Addressed office space shortages for Arts and Sciences faculty by leasing space adjacent to campus for graduate-level programs in Sports Administration and Leadership, Fine Arts Leadership, and Non-Profit Leadership.
- Initiated the development of a Strategic Facilities Plan in FY14. The plan will outline the facilities needs and funding sources for the university over the next ten years.
- Set aside \$2M for deferred maintenance to ensure that the university continues to make progress in addressing its deferred maintenance needs.