



A JESUIT
UNIVERSITY *of*
DISTINCTION
FOR A TIME OF CHANGE



OUR VISION OF THE FUTURE

We will be:

- ▶ One of the most innovative and progressive Jesuit and Catholic universities in the world, educating with excellence at the undergraduate, graduate and professional levels.
- ▶ Academically rigorous, deeply committed to the values and character of our Catholic and Jesuit education and building within our students the capacity for critical thinking, spiritual discernment, ethical reasoning, artistic appreciation, effective communication and digital competence.
- ▶ A leader in inclusive excellence, with a clear commitment to diversity, equity and inclusion in all our work, including our investments in our curriculum, pedagogy, student support, professional development, recruitment, hiring and evaluation.
- ▶ A leader in environmental sustainability that is socially just, recognizing the centrality of environmental justice to our mission and values and infusing the science, economics and ethics of this issue in our programs, operation and investments.
- ▶ A vibrant community, with a campus life that fosters an excellent experience for all of our students through engagement, belonging and community.
- ▶ Deeply connected to our region, creating partnerships that provide our students unparalleled professional learning experiences locally and globally.
- ▶ A learning organization, committed to continuous improvement and to the discipline and stewardship that ensures our financial health.
- ▶ A home to alumni who are active contributors to the life of the university, ambassadors to the broader community and leaders for a more just and humane world.





GOAL ONE

REIMAGINE AND REVISE OUR CURRICULUM

We will comprehensively reimagine and revise our curriculum, including a review of our academic calendar, to deeply embed practices and qualities that make our education more distinctively Jesuit and empowering. We will provide our schools, colleges and departments the opportunity and resources to develop a new curriculum that manifests a set of integrated qualities and practices. This curriculum will be built upon the values of the Jesuit educational tradition and methods of Ignatian pedagogy, fostering deep learning, spiritual formation, artistic appreciation, critical thinking, effective communication and ethical decision-making. It will advance our inclusive excellence, both by bringing in a greater diversity of voice and by aligning to the standards of universal design. It will be more fully integrated and interdisciplinary and will give greater emphasis to environmental sustainability within all academic disciplines and in the promotion of the arts. It will extend our campus by enhancing the scope and quality of digital and online courses, programs and services fully consistent with our quality, values and standards. It will build our national leadership in community-engaged learning and provide opportunity to significantly advance and

distinguish ourselves in professional formation and career preparation.

This reset enables the university to educate in a more cohesive, powerful and mission-aligned way and will enhance our academic quality.

It speaks more directly and responds more effectively to the changing needs of students—particularly those who are underrepresented, first generation and differently-abled. It speaks to the changing needs of the world especially the digital transformation of the future and the pressing challenges of climate change.

To foster vibrant and inclusive academic programs, we will strengthen the resources and infrastructure supporting a diversity of scholarly and pedagogical approaches. We

will pursue institutional, cultural and structural transformation that aligns our expectations and promotion standards with our educational mission through the Advance Grant. We will demonstrate our academic excellence nationally through our faculty scholarship, the distinctions and honors earned by our students and by seeking to become a Phi Beta Kappa chapter.

We will determine whether to move to a semester system. This question, which is both important and challenging for our community, requires a review, grounded in research and data and informed by broad consultation with campus stakeholders, that comprehensively assesses the potential advantages and disadvantages of semesters on student learning and experience. This review will be led by the Office of the Provost in consultation with Academic Assembly. Because study of this question will significantly impact several strategic directions and foundational actions, this review will be prioritized with the goal of allowing for completion of a report and recommendation to the president in October 2020.





GOAL TWO STRENGTHEN PROFESSIONAL FORMATION

Seattle and the Puget Sound region offer extraordinary opportunities to the university and its students. We will leverage and build upon this location and our connections. We will build these connections to create greater opportunities for experiential learning as a hallmark of professional formation for our students. We will ensure that Seattle, a global hub for technology, philanthropy, creativity and innovation, becomes a genuine extension and integrated part of our student experience. We will maximize opportunities to include in our student's experiences real-world problems from organizations and industries central to Seattle's community and economic landscape.

We will develop and enhance the partnerships, infrastructure and funding that provide all of our students a range of experiential opportunities, including internships, field placements, education abroad, practicums, capstones, externships, project work, service learning and student employment, all of which contribute to career success. The professional formation of our students, influenced by Ignatian

principles of self-reflection and discernment, will be supported by a campus and alumni community dedicated to effective, mission-aligned and unparalleled career engagement and outcomes.

We will expand the role of our faculty and staff as thought leaders on regional issues and more fully integrate and support community engaged learning, research and scholarship. We will grow the scope and impact of the Center for Community Engagement and the Youth Initiative, integrating it more fully with academic programs and fostering community-engaged scholarship and learning. We will become a site of civic energy and engagement in ways that engage and bring alumni and community members onto campus and contribute broadly to a vibrant local community.





GOAL THREE

ENHANCE THE STUDENT EXPERIENCE

We will build a campus environment that engages, enlivens, and educates all our students. We will value and celebrate the diverse identities that comprise our community. We will enhance the student experience by developing activities, programs and engagement opportunities that bring joy, school pride and spirit and human connection to their learning.

We will promote student success by offering support and services that create connections and nurture student persistence. We will deepen student learning by more fully linking curricular and co-curricular learning. We will help our students develop resilience and the capacity to address their life challenges by strengthening our advising, learning assistance, spiritual discernment, wellness and counseling services. In accord with our Jesuit model of education and formation we will work to assure the integration and mutual impact of all aspects of their Seattle University experience.

We will create and provide meaningful events and campus traditions that cultivate students' sense of belonging and encourage a lifelong relationship with the university. We will build greater opportunities for leadership and service and provide intentional moments of discernment regarding the strengths and core truths that bring for each person meaning and purpose, while revealing the pathways upon which they may share those strengths and truths with one another across all class years and programs. As we increase the access for our services, support and programs and move further into hybrid and online education, we will find ways to bring our "campus" to our students wherever they are.

We will evaluate the opportunity for an Event Center. Such a center could foster enrollment, provide a place to gather our community, welcome and graduate our students, develop championship athletics programs, expand recreational opportunities and foster greater civic engagement, thereby enhancing the energy and vibrancy of our campus. We will conduct a comprehensive evaluation to determine whether an Event Center is beneficial and financially viable, considering potential impacts on enrollment, philanthropic support, operating revenues, construction costs, neighborhood impact, debt and operating expenses.





GOAL FOUR

SUPPORT THE SUCCESS OF OUR COMMUNITY

Because equity and diversity are integral to our character, values, and excellence and essential in our education, we will prioritize inclusive recruitment, hiring and retention practices and provide the range of programs and learning opportunities that help all faculty and staff thrive in a diverse environment.

Assuring distinction in a time of change will depend overwhelmingly on the quality and creativity of our faculty and staff. It will require all of us—faculty, staff, and administration—to work together to make our community a great place for students.

To attract, engage and retain a talented community of faculty and staff, we will prioritize investments in pay and other elements of employee rewards to remain competitive and equitable. We will more strongly align our practices in hiring, evaluation and promotion to our mission, values and institutional expectations. We will help faculty and staff develop in their professional capacities and responsibilities, strengthening our scholarship

and creative work, the excellence of our teaching and effective service across the institution. We will mature our shared governance to ensure our best institutional decision-making and to build trust and collaborative relationships. We will strive so that all faculty and staff experience Seattle U as a great and fulfilling place to work.

We will strive to offer our distinctive and high-quality Jesuit education in ways that are financially feasible for more students and thus foster economic diversity. We will seek in multiple ways to make a Seattle University education more affordable, to develop scholarships supporting our students and to award institutional aid in strategic and effective ways.

We will more fully integrate our alumni into the life and activities of the university, finding ways to support them in their lives and careers, bringing them into the life of the university and the campus and seeking with and through them the connections and the networks that help our students find opportunity and success.





GOAL FIVE

REPOSITION FOR CHANGE

We will build the strategic, institutional and financial capacity that undergirds the success of these strategic directions. We will link them to multi-year enrollment, tuition and aid strategies and comprehensive academic and financial plans that seek affordability and access for students to an education that is well worth it and assures the financial viability of the university. We will foster high performance, accountability and capacity to change, assign clear responsibility for this work and track and report on our progress toward our goals. We urgently need to bring about this repositioning.

We will develop the operational capacity and integration needed to manage the full complexity of a comprehensive university in the 21st century, serving multiple differing populations of students in many types of degree programs. By strengthening and modernizing our technology, practices, policies and governance, we will improve the experience of our students, liberate the energy and creativity of our faculty and staff, better manage our costs and create the capacity to achieve the change called for in these strategic directions.

We will look closely at programs and services across the university to better understand the strengths and contributions of each to the mission fulfillment and sustainability of the university. We will make the difficult decisions to significantly change or end programs where appropriate. We will do so in a transparent and equitable way using clear criteria for decision-making. We will at the same time continue to develop our academic curriculum to respond to the changing regional demands, particularly in the areas of data and health sciences.



STRATEGIC PLANNING STEERING COMMITTEE

Bob Dullea, Co-Chair, Vice President for University Planning/Vice Provost

Jen Marrone, Co-Chair, Professor, Management

Marc Cohen Associate Professor, Management

Brooke Coleman Professor of Law

Clara Cordova Vice President of University Affairs, Student Government of Seattle University

Julie Homchick Crowe Assistant Professor, Communication

Rick Fehrenbacher Dean, New and Continuing Studies/Director, CDLI

Shaney Fink Director of Athletics

Heather Geiger Director, IT Administration (through May 2019)

Jess Juanich Executive Vice President, Student Government of Seattle University

Kent Koth Executive Director, Center for Community Engagement

Amber Larkin Graduate Student Council Chair

Stephanie Lewis Core Academic Program Coordinator

Henry Louie Associate Professor, Electrical and Computer Engineering

Erica Martin Instructor of Hebrew Scriptures

Natasha Martin Vice President for Diversity and Inclusion, Associate Professor of Law

Chuck Porter Trustee

Katherine Raichle Associate Professor, Psychology

Lucas Sharma, S.J. Lecturer, Anthropology and Sociology

Alvin Sturdivant Vice President for Student Development

Ruth Tressel Trustee

Read the full vision, goals and key initiatives at

www.seattleu.edu/strategic-directions.

