



DRAFT, NOVEMBER 2021

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

REIGNITING OUR STRATEGIC DIRECTIONS
2022-2027

SEATTLE UNIVERSITY



OUR SEATTLE UNIVERSITY MISSION AND VISION

Mission: Seattle University is dedicated to educating the whole person, to professional formation, and to empowering leaders for a just and humane world.

Vision: To 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.



FOUNDATION: REMAINING ANCHORED IN OUR JESUIT AND CATHOLIC CHARACTER

Seattle University's Jesuit and Catholic character is the very foundation of its mission and identity. From our commitment to educating the whole person to our dedication to inclusive excellence, it suffuses everything we do. Seattle University will discern how to continue to live out its Jesuit heritage in light of the transition to lay leadership for the first time in its 130-year history. We will explore organizational and programmatic changes to honor, sustain and enhance Seattle University's Jesuit identity, ensuring it is represented at the highest level of the university's leadership. Additionally, we will commit to institutional participation in Pope Francis' *Seven-Year Journey Toward Integral Ecology*, through the *Laudato Si'* Action Platform and in community with other Catholic universities.

GOAL ONE

REIMAGINE AND REVISE OUR CURRICULUM

We will comprehensively reimagine and revise our curriculum in order to deeply embed practices and qualities that make our education more distinctively Jesuit and empowering. The greatest challenges facing our society include:

- **Sustainability and climate change**
- **Racial injustice and widening economic inequity**
- **Rapid technological change and its attendant social and economic impacts**

As a comprehensive university in the humanistic and liberal arts tradition dedicated to preparing

our students to become leaders for a more just and humane world, we must ensure that we offer a curriculum that prepares them to understand and engage with these interconnected and global challenges. In evaluating our curriculum, **our emphasis will be on encouraging interdisciplinary approaches and employing Ignatian pedagogy.**

We will provide our schools, colleges and departments the opportunity and resources to develop a revised curriculum, including the undergraduate Core Curriculum, that manifests a set of integrated qualities and practices. This academically rigorous, integrated and interdisciplinary curriculum will seek to foster deep learning, spiritual formation, a global perspective, artistic appreciation, creative and critical thinking, problem-solving skills, effective communication and ethical decision-making and leadership. It will advance our commitment to inclusive excellence, bringing in a greater diversity of voices and aligning with universal design standards while creating opportunities to explore open education resources, tools and practices. We will build our national leadership in community-engaged learning and provide opportunities to significantly advance and distinguish ourselves in professional formation and career preparation. This includes ensuring that every Seattle University undergraduate student has a community-engaged learning experience before graduation.

Reimagining our curriculum will enable the university to educate in a more cohesive, powerful and mission-aligned way and will enhance our academic quality. We will respond to the needs of students, particularly those who have been historically marginalized or excluded in higher education—responding to the evolving 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.

Creating a culture of continuous improvement and innovation, we will institutionalize an academic program review and assessment process within our systems of shared governance to routinely evaluate and update our academic offerings and align incentives. This is essential for responding to changing regional demands, particularly in the areas of data and health sciences, increasing enrollments and investing in existing programs, creating new programs and sunseting others, as appropriate.

GOAL TWO

STRENGTHEN PROFESSIONAL FORMATION FOR ALL

Seattle and the Puget Sound region offer extraordinary opportunities to the university and its students. We will leverage and build upon our location and 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, health care, creativity and innovation, becomes a natural

extension and integral part of the student experience. We will maximize opportunities to include in students' 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 students with a range of experiential opportunities that contribute to career success:

- Internships
- Field and clinical placements
- Education abroad
- Practicums
- Capstones
- Externships
- Project work
- Service learning
- Student employment

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, unparalleled career engagement and outcomes.

As we support our alumni in their lives and careers, we will more fully integrate them into university activities and campus life. The continued expansion of professional and executive education along with new opportunities for alumni to engage with our current students will foster a thriving and active alumni community.

By institutionalizing the Advance Grant initiative, Seattle University will model a new standard within higher education for faculty work and recognition, including policies and practices for



faculty development, evaluation, promotion, tenure and reforming the annual evaluation process for faculty at all career stages. We will develop a multi-year program for new faculty induction and enhance and support the role of all faculty, including term faculty. In addition, we will enhance programs to support faculty scholarship, research and the development of creative works, while creating opportunities for professional development and leadership training.

We will enhance the opportunities for staff to grow professionally, focusing on internal pathways for growth and advancement. We will develop programs for identifying and cultivating future staff leaders through increased opportunities for professional development and leadership training to help Seattle University attract and retain talented and diverse staff.

Expanding the role of our faculty and staff as thought leaders on regional and national issues will more fully integrate and support community-engaged learning, research and scholarship. As we grow the scope and impact of the Fr. Stephen Sundborg, S.J. Center for Community Engagement and the Youth Initiative, it will be more fully integrated with academic programs, fostering community-engaged scholarship and learning. And as a competitive and progressive institution, **we will prioritize investments in compensation and rewards for faculty and staff.**

We will become a site of civic energy and engagement in ways that inspire and draw alumni and community members onto campus and contribute broadly to a vibrant local community.

GOAL THREE

ENHANCE THE STUDENT EXPERIENCE

We are building a vibrant campus environment that engages, enlivens and educates all students—one that values and celebrates the diverse identities that comprise our community.

We will enhance the student experience by developing activities, programs and opportunities that bring joy, school pride and spirit and human connection to their learning.

By offering support and services that create connections and nurture student persistence, we will promote student success. We will unify the university's administrative structure for delivering student services and seek greater alignment among student service efforts on campus. Our work will also include developing a strategy for consistently improving students' timely graduation rates and deepening student learning by fully linking curricular and co-curricular activities. We will help our students build resilience and the capacity to address their life challenges by strengthening our advising, learning assistance, spiritual discernment, wellness and emotional well-being/mental health services. In accord with our Jesuit model of education and formation, we will work to ensure the integration and mutual impact of all aspects of their Seattle University experience.

We will create and provide meaningful events and memorable 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 each person meaning and purpose, while revealing the pathways upon which they may experience and share those strengths and truths with one another across all class years and programs.

As we increase the access for services, support and programs and move further into hybrid and online education, we will find ways to bring Seattle University to students wherever they are.

We will develop a strategy for creating new online and hybrid graduate, professional and executive education programs under a new Associate Provost for Graduate, Online and Professional Education and enhance academic technology under a new Associate Provost for Academic Technology and Innovation. In support of the student experience, we will develop a comprehensive set of capital project priorities to pursue during the life of the strategic plan, including information technology.

GOAL FOUR

PROMOTE INCLUSIVE EXCELLENCE

Because diversity, equity and inclusion are integral to our Jesuit and Catholic character, our values and to the excellent education we provide, we will strengthen our institutional DEI structures to ensure progress with impact. We will fully implement the *LIFT* SU initiative, improving our recruitment and retention of BIPOC (Black, Indigenous and People of Color) students, faculty and staff, enhancing bias protection and care, guiding narrative through art and symbols and building overall capacity for the work of the Office of Diversity and Inclusion.

We will prioritize inclusive recruitment, hiring and retention practices and provide a range of programs and learning opportunities that help all faculty and staff thrive in a diverse environment. We will develop and disseminate a set of best practices for recruitment and retention and implement them across the university.

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 strongly align our practices in hiring, evaluation, promotion, pay and rewards to our mission, values and institutional expectations.** We will mature our shared governance to optimize institutional decision-making and to build trust and collaborative relationships. We will strive for all faculty and staff to experience Seattle University 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 attainable for more students and thus foster economic diversity. Considering multiple approaches, we will strive to make a Seattle University education more affordable and develop scholarships that support our students, awarding institutional aid strategically and effectively.

Alumni will have many opportunities to engage in our campus community's diversity, equity and inclusion efforts. We will also create connections and a network with and through our alumni to help our students find opportunities and success.

GOAL FIVE

REPOSITION FOR GROWTH

We will build the strategic, institutional and financial capacity that undergirds the success of these strategic directions. We will link these efforts to multi-year enrollment, tuition and aid strategies, and comprehensive academic and financial plans that provide affordability and access for students to an excellent education and assure the university's financial viability. 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.

As we serve diverse populations of students in many degree programs, we will develop the operational capacity and integration needed to manage the full complexity of a comprehensive university in the 21st century. We will strengthen and modernize our technology platforms through intentional, multi-year strategic investments that transform our academics and operations for the present and the future. These technology investments, combined with updated practices, policies and governance, will improve the experience of our students in alignment with their varied and evolving needs, 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 evaluate the university's capital needs, defined broadly to include physical spaces, supportive infrastructure and human capital. Among the needs to be evaluated will be an event center that could provide:

- A place to gather our community
- Welcome and graduate our students
- Foster greater civic engagement through signature events
- Host conferences and executive education
- Support championship athletics programs
- Expand student recreational opportunities

For each identified capital need, we will conduct a comprehensive evaluation to prioritize potential solutions according to the costs and benefits to the university, while also considering their potential impacts on enrollment and the ability to attract philanthropic support or generate operating revenues.

Examining programs and services across the university will create a profound understanding of the strengths and contributions of each to the mission fulfillment and sustainability of the university. We will engage in a comprehensive review of key administrative functions, developing an understanding of how they are currently organized and seeking new, more efficient and effective ways to organize and deliver those functions to the university community. We will evaluate existing non-academic programs, making the difficult decisions to significantly change or sunset programs where necessary to achieve our strategic goals. We will do so in a transparent and equitable way using clear criteria for decision-making.



2018-2019 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, Fr. Stephen Sundborg, S.J. 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

2021 REIGNITING STRATEGIC DIRECTIONS COMMITTEE

Eduardo Peñalver, Chair, President, Seattle University
Wilson Garone, Vice President and Chief Financial Officer
Tim Leary, Executive Vice President
Natasha Martin, Vice President for Diversity and Inclusion
Shane P. Martin, Provost
Kit Morse, President of Staff Council
David Powers, Dean, College of Arts and Sciences
Frank Shih, President of Academic Assembly
Chris Van Liew, Vice President for Information Technology (ex officio)

