



THE UNIVERSITY OF DAYTON

Strategic Plan 2006

Approved by the Board of Trustees
October 20, 2006

UNIVERSITY OF DAYTON
STRATEGIC PLAN

November 10, 2006

In September of last year, we presented to the University community *A Vision of Excellence*. This was a concise summary of the principle areas in which we will fulfill our commitment to excellence in transformative education. It was the result of many inclusive discussions about the future of this institution, discussions that drew upon the wisdom and imagination of hundreds of people across the University. At that time, we made it clear that *A Vision of Excellence* was the foundation upon which the community would work together to construct the subsequent elements of our collective vision for the University's future. Today we are pleased to present the next major component of this vision, the *Strategic Plan*.

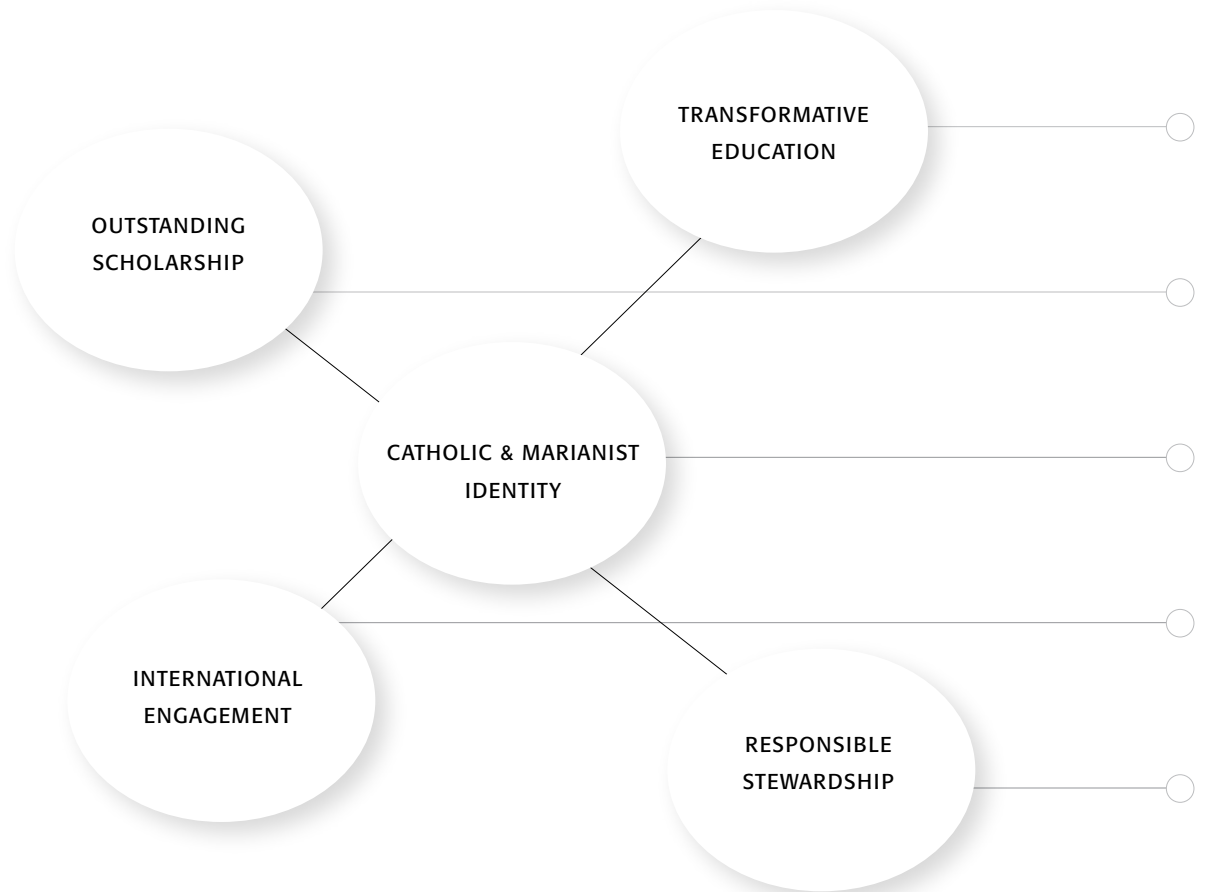
This is a living document. It will be subject to frequent, critical review and its details will be revised as needed in order to ensure that we honor its ultimate purpose, which is to define where we are going as an institution and how we propose to get there. In creating this document, we have drawn once again upon the rich and diverse intellectual resources of our community to learn from our past, appraise our current condition, and look ahead to a future in which we will grow in vitality, accomplishment, and stature. The *Strategic Plan* represents the best efforts of this community to articulate a clear set of goals, strategic initiatives, and tactics that will guide us toward a future that is commensurate with our distinguished history and our extraordinary promise.

The essence of the *Strategic Plan*, however, is not just its goals, it is the means through which we will fulfill them, and the key to this fulfillment is found in our Catholic and Marianist identity. A University of Dayton education that is deeply informed by this identity is one in which personal and social transformation are not only made possible, but one in which such transformation is intentional. It is an education in which learning and teaching are sacramental, faith and reason are integrated, service and leadership are vital vocations, and all of these are practiced in and for community.

We are deeply grateful to the many people, including faculty, staff, administrators, students, alumni, and the Board of Trustees who gave so generously of their time and their insights to create this plan. Now we ask the University of Dayton community to come together once again as we face an even greater challenge. For we should all be very clear on this point: the most difficult work lies ahead. As we define priorities, establish metrics, and put this plan into operation, we will need more than ever the spirit of collaboration that has brought us to this key moment in the history of our University. We invite everyone who cares about this institution to use this *Strategic Plan* as our common guide toward building a University of Dayton that fulfills our collective potential to become an exemplar of excellence in American higher education.

Daniel J. Curran, Ph.D., PRESIDENT

Fred P. Pestello, Ph.D., PROVOST



UNIVERSITY OF DAYTON
STRATEGIC PLAN

FIVE STRATEGIC GOALS

- 
- ① Educate for transformation and prepare a new generation of servant leaders.
 - ② Cultivate outstanding scholarship, research, and artistic creation.
 - ③ Strengthen and promote the University's distinctive Catholic and Marianist identity.
 - ④ Advance international and intercultural citizenship and engagement.
 - ⑤ Practice responsible stewardship.

TERMINOLOGY

GOALS

The University of Dayton's goals arise directly from its mission, they respond to the challenges it faces, they will contribute to its ability to form distinctive graduates, and they reflect the priorities in its *Vision of Excellence*. They are fundamental to the University's future, and they will remain in place for the foreseeable future.

STRATEGIC INITIATIVES

Strategic initiatives define the principle means through which the goals will be met. They may require some adjustments over time as their effectiveness is measured in terms of their contribution toward the achievement of the goals they support.

KEY INITIATIVES

The University leadership has identified a particular set of initiatives that, taken together, have the greatest potential for advancing the institution, engaging the University community, and inspiring University supporters. These initiatives will be given priority in terms of resource allocation, and they are identified throughout the plan as *key initiatives*.

TACTICS

Tactics prescribe particular methods through which the strategic initiatives, and therefore the goals they support, will be fulfilled. Tactics may be modified as necessary in order to maximize their effectiveness.

METRICS

The University leadership will identify specific metrics to determine progress towards the fulfillment of the goals in the *Strategic Plan*. These will be determined after the rest of the plan has been approved.

GOAL 1

EDUCATE FOR TRANSFORMATION AND PREPARE
A NEW GENERATION OF SERVANT LEADERS.

The University of Dayton must continue to foster and improve a learning environment in which students are fully engaged not only in traditional academics but also in contributing to the communities in which they live and in readying themselves for meaningful servant leadership beyond our campus. In doing so the University will fulfill its commitment to its Catholic and Marianist traditions by enabling students to substantiate their faith, work constructively and collaboratively, and make informed decisions on the basis of open-minded appraisals and moral discernment. Central to these commitments is the University of Dayton's distinctive ideal of transformative education through integrating learning and living in community. As a concept and as a practice, this means understanding that there is a seamless relationship between education and action and faith and life, and that our graduates are prepared by the University to contribute significantly through service and leadership to the communities—at every level—in which they live and work.

KEY INITIATIVE #1

STRATEGIC INITIATIVE 1:1

Focus the entire University on the concept and practice of transformative education through integrating learning and living in community.

TACTICS

- A. Renew and revitalize the common curriculum as the academic core of a University of Dayton education.
- B. Develop, expand, and deepen a First-Year Experience that prepares students to take the fullest advantage of their time at the University of Dayton.
- C. Increase the number of full-time, tenure-line faculty in targeted areas, especially for first-year courses, and decrease reliance on part-time faculty in these areas.
- D. Cultivate partnerships in which students participate actively with faculty in research and scholarship.
- E. Integrate residence life, including extracurricular activities, with academics to enable both more fully to contribute to transformative education.
- F. Encourage and reinforce student behavior that is consistent with the Catholic and Marianist values of the University and that contributes to the development of responsible members of a campus learning community.

KEY INITIATIVE #2

STRATEGIC INITIATIVE 1:2

Focus on selected doctoral and master's programs that contribute to the mission and to the national and international prominence of the University, serve the needs of our region, contribute to the greater social good, and enhance academic excellence at both the graduate and undergraduate levels.

TACTICS

- A. Increase the number of positions for faculty with preeminent research and teaching credentials in targeted areas and invest in infrastructure needed to support excellent research, especially in multidisciplinary enterprises.
- B. Develop new programs and enhance existing programs that capitalize on innovative approaches such as e-learning technologies and interdisciplinary collaborations to advance the University's position as a principal regional provider of graduate education and advanced learning opportunities.
- C. Increase support to recruit and retain a diverse pool of outstanding graduate students.
- D. Provide distinctive opportunities for graduate students in all areas to become intellectual, professional, and community leaders in the Marianist tradition.
- E. Build stronger relationships between undergraduate and graduate programs that will generate reciprocal benefits, mutual enrichment, and academic excellence.

STRATEGIC INITIATIVE 1:3

Recruit, support, and retain an outstanding faculty, and recognize and reward excellence in teaching.

TACTICS

- A. Develop faculty who actively support the University's mission, who can contribute to a learning-centered educational environment, and who are clearly dedicated to teaching as the primary resource for the cultivation of academic excellence.
- B. Provide opportunities for faculty professional development and continuing education.
- C. Increase the number of endowed positions across the University and the number of tenure-line faculty in selected areas.
- D. Develop measures for the evaluation of teaching and provide resources that will support excellence in teaching.

STRATEGIC INITIATIVE 1:4

Promote learning through active engagement with community.

TACTICS

- A. Expand and support existing initiatives in service learning and create new opportunities that will make it possible for more students to include this distinctively Marianist approach to education as part of their University of Dayton experience.
- B. Place a greater emphasis across all curricula on experiential learning that enables students to connect theory with practice and that engages them in educational activities that occur outside the classroom.
- C. Strengthen and support opportunities for learning to live responsibly in community through residential life programs that engage all students in the practice of good citizenship.
- D. Support opportunities for the cultivation of undergraduate research that engages students in the generation and presentation of new knowledge.

GOAL 2

CULTIVATE OUTSTANDING SCHOLARSHIP, RESEARCH,
AND ARTISTIC CREATION.

The University of Dayton is committed to attracting and supporting a diverse body of faculty and other professionals whose scholarship, research, and artistic creation deeply enrich the learning of our students and contribute substantially and meaningfully to the region, the nation, and the world. Faculty and research staff in every discipline and field across the University will be encouraged and enabled to engage in excellent productive, creative, professional work that distinguishes the institution.

KEY INITIATIVE #3

STRATEGIC INITIATIVE 2:1

Invest substantially in those areas of Science, Technology, Engineering, and Mathematics (STEM), in which the University shows the greatest promise for national and international preeminence.

TACTICS

- A. Focus initially on nanomaterials, fuels/energy research, electro-optics/sensors, bio-science, bio-engineering, and environmental engineering.
- B. Pursue opportunities for the commercialization of technology, in collaboration with government agencies and other partners.
- C. Foster innovative, collaborative research across disciplines to develop and implement technologies and to create systems and methodologies that would contribute to the alleviation of human suffering and promote human flourishing.

STRATEGIC INITIATIVE 2:2

Support selected areas of promising research, scholarship and creative achievement in the arts, humanities, sciences, social sciences, and the professional schools.

TACTICS

- A. Implement University policies that create incentives and optimize the environment for intellectual engagement and productive research across individual schools and units.
- B. Emphasize and support with appropriate resources innovative, and particularly multidisciplinary, approaches to research, scholarship, and creative work.
- C. Cultivate faculty expertise in Catholic intellectual tradition across a wide spectrum of disciplines.
- D. Increase opportunities for professional research personnel to collaborate with University faculty to link pure and applied research and to enrich graduate and undergraduate learning.
- E. Build and strengthen relationships with local, regional, national and international arts organizations.
- F. Focus on positions and programs in the arts with the greatest potential for enhancing excellence in the development and celebration of artistic creation.

GOAL 3

STRENGTHEN AND PROMOTE THE UNIVERSITY'S DISTINCTIVE CATHOLIC AND MARIANIST IDENTITY.

The University of Dayton's Catholic and Marianist identity is the foundation upon which all else is built, and it informs all that we strive to achieve. The University is firmly committed to advancing its position as a leader in Catholic higher education and as a Catholic leader in higher education. As such, it articulates to people of all faiths the rich resources of Catholic intellectual tradition. The University is particularly committed to the Marianist spirit through which it cultivates both personal and social transformation by creating community, engaging students in learning, and enabling each individual to develop as a whole person within the context of commitments to purposes that transcend the personal. In its commitment to educating the whole person, one of the key characteristics of a Marianist education is to educate for formation in faith. The University of Dayton acts deliberately to sustain its distinctive Catholic and Marianist identity and continues to welcome and support members of all faith traditions and those of no religious faith, and to value their contributions to its learning community. At the same time, it ensures the sustained centrality of Catholic and Marianist principles in its approach to education, research, and service, including the concept of profession as vocation and being called to work for social justice and positive transformation. The University itself is therefore called to advance human wellbeing and contribute significantly to building a better world.

KEY INITIATIVE #4

STRATEGIC INITIATIVE 3:1

Ensure that the University's Catholic and Marianist identity deeply informs and thoroughly infuses the institution.

TACTICS

- A. Develop, strengthen and efficiently utilize areas that support, articulate, and exemplify our Catholic and Marianist identity in all parts of the University community.
- B. Ensure that the University's distinctive commitment to integrating learning and living in community is shaped by its Catholic and Marianist values and that it becomes thereby a national model of transformative education with a focus on vocational discernment.
- C. Provide opportunities for faith formation and development in students, faculty, and staff.
- D. Develop laypersons and communities of people who are committed to promoting the Catholic and Marianist mission of the University.

KEY INITIATIVE #5

STRATEGIC INITIATIVE 3:2

Define the University of Dayton nationally and internationally as both a leader in Catholic higher education and as a Catholic leader in higher education.

TACTICS

- A. Enhance the University's ability to serve as an intellectual resource to the Catholic Church and to society at large, and to become a national center for dialogue with other religions. This includes taking an active role in informing the thinking of Church leadership, articulating challenging issues, and preparing future lay leaders.
- B. Develop the University as a first-choice institution for faculty who are nationally and internationally recognized scholars and authorities on issues pertaining to Catholic intellectual tradition.
- C. Identify and support programs that reflect with particular clarity and effectiveness Catholic and Marianist priorities, especially those that address issues of social justice.
- D. Extend and strengthen the prominence, reach, and accessibility of the unique collections and programs that express and enrich the University's Catholic and Marianist identity.

GOAL 4

ADVANCE INTERNATIONAL AND INTERCULTURAL CITIZENSHIP AND ENGAGEMENT.

The University of Dayton's Marianist values and traditions call every member of its community to respond and contribute to this world as an informed and responsible citizen and as an engaged and compassionate individual. Through its overarching commitment to these values and to the concept and practice of integrating learning and living in community, and building upon the demonstrated and widely recognized strengths of our existing partnerships, the University will deliberately incorporate international and intercultural dimensions as central elements of its academic and student affairs programs. They will be cultivated on the University's campus, within the Dayton community, and both across and beyond the United States. Such initiatives are essential as we broaden our relationships to become a more diverse, multicultural, and international university.

KEY INITIATIVE #6

STRATEGIC INITIATIVE 4:1

Cultivate a richly varied and engaging environment in which international and intercultural citizenship will flourish across the University.

TACTICS

- A. Define, implement, and support a comprehensive University approach to international and intercultural education that will draw together the full spectrum of academic and student life programs around this common goal.
- B. Invest in faculty and staff development that contributes to international and intercultural learning opportunities, including travel fellowships, exchanges, and targeted curriculum development.
- C. Develop strategic relationships with universities and other organizations, and with Marianists and alumni overseas to enhance opportunities for international and intercultural learning, engaging primarily with those who share the University of Dayton's educational purposes and priorities.

KEY INITIATIVE #7

STRATEGIC INITIATIVE 4:2

Expand and strengthen relationships between the University of Dayton and regional institutions, focusing on opportunities for intercultural dialogue, research, economic development, and positive contributions to the vitality of the University's broader community.

TACTICS

- A. Build upon successful outreach programs currently in place and create additional, innovative opportunities for community engagement.
- B. Create opportunities for intercultural studies within the Dayton region and elsewhere in the United States.
- C. Cultivate regional and national partnerships and programs that provide opportunities for international relationships as well, thus extending the University's understanding of and engagement with community.

STRATEGIC INITIATIVE 4:3

Internationalize the curriculum through the enhancement of courses and programs already engaged in international topics, by introducing international elements in appropriate existing courses that do not currently focus on international issues, and develop new courses specifically to address such issues.

TACTICS

- A. Place a greater emphasis on the value of language studies.
- B. Significantly increase opportunities for education abroad and the quality of such programs.

STRATEGIC INITIATIVE 4:4

Increase the diversity of the University of Dayton student body, faculty, and staff.

TACTICS

- A. Recruit, support, retain, and graduate more minority and international undergraduate and graduate students, faculty, and staff.
- B. Create academic and student life programming that deliberately includes both international and US students and that fosters greater understanding of and valuation of diversity, including opportunities for constructive engagement amongst people with diverse backgrounds.
- C. Develop stronger ties with Marianist educational institutions that will direct promising minority and international students to the University of Dayton.

GOAL 5

PRACTICE RESPONSIBLE STEWARDSHIP.

The University of Dayton must continue to communicate its core values, distinguish itself from other institutions, publicize its strengths, and thereby attract the resources that will enable it to remain a premier Catholic university in the Marianist tradition. The ability of the University of Dayton to provide an excellent education rests on its ability to manage as wisely as possible its human, financial, capital, and environmental resources. The University therefore has a responsibility of stewardship to ensure its vitality for future generations. Efficiency, quality assurance, cost containment, and demonstrated effectiveness are core elements in this stewardship. The institution must also continue to be affordable, in order that students can continue to benefit from its distinctive approach to education. Sustained quality in programs, operations, and facilities, as well as in the professional development of faculty and staff, is central to the University.

KEY INITIATIVE #8

STRATEGIC INITIATIVE 5:1

Communicate and market more effectively the quality of the University's degree programs, its research and scholarship, its residential life, its distinctive commitment to integrating learning and living in community, the characteristics of Marianist education, its engagement with the region, the nation, and the world, and its focus on the future.

TACTICS

- A. Identify preeminent academic programs, faculty, and researchers for focused communication campaigns, and increase the number of faculty making presentations, publishing scholarship, and holding strategic positions at the national level.
- B. Invest in a communication program that improves the quality and quantity of media placements, enhances the University's presence on the web, generates quality printed materials, and effectively presents and distinguishes the University of Dayton.
- C. Ensure that good communication about the University extends throughout the institution itself as well as to those outside the University, and that the substance of this communication is clear and consistent with its declared values and aspirations.
- D. Take advantage of the national attention the University receives through its men's basketball program to advance the broader purposes of the institution.

KEY INITIATIVE #9

STRATEGIC INITIATIVE 5:2

Enhance the University's degree programs, diversify its student body, and deepen its commitment to its unique approach to education by ensuring continued access to promising and diverse students.

TACTICS

- A. Substantially expand scholarship opportunities for undergraduate and graduate programs to attract students capable of raising the academic profile of the institution.
- B. Seek philanthropic support for attracting and supporting students with strong potential and a clear interest in the opportunities afforded by Marianist education.

STRATEGIC INITIATIVE 5:3

Support curriculum, faculty, researchers, and staff with facilities, equipment, and information technology and resources that will enable them to fulfill their potential and contribute most effectively to the University and the wider community.

TACTICS

- A. Increase support for information resources, especially in those areas deemed critical by the University for achieving its strategic goals.
- B. Build and sustain a nationally recognized, high performance, standards-based information technology environment to support learning, planning, decision-making, research, and scholarship.
- C. Build and renovate University facilities in accordance with a carefully conceived and frequently updated master plan.
- D. Achieve greater efficiency through sustainable and environmentally sound practices throughout the institution.

STRATEGIC INITIATIVE 5:4

Operate the University efficiently on the basis of sound business practices.

TACTICS

- A. Develop in all areas of the University ongoing systems of assessment that rely on sound evidence and that enable constructive responses to performance measures.
- B. Streamline the University's business and service operations, applying Continuous Quality Improvement.
- C. Generate increased revenues through charging appropriately for services provided.
- D. Identify and eliminate ineffective programs and methods of operation, and act on opportunities to reduce costs.
- E. Manage the University's finances and debt structure so as to maintain or improve the bond ratings of A-S&P and A2-Moodys.

STRATEGIC INITIATIVE 5:5

Ensure the safety and security of the University community.

TACTICS

- A. Increase emphasis on safety for students, faculty, and staff through preparedness programs and improved facilities.
- B. Enhance the security environment of the University's information technology.

EVALUATION

Progress toward the fulfillment of the goals and initiatives in the *Strategic Plan* will be evaluated annually by the Provost's and President's Councils. On the basis of metrics that will be defined for each tactic, these groups will determine if adequate progress is being made, and adjust the plan as necessary. These adjustments might include: increasing investment in areas that show promise but that lack sufficient resources to flourish; revising strategies and tactics to reflect the lessons learned in efforts to move them forward; reordering priorities to reflect changing strengths and needs, and; eliminating tactics that prove to be unproductive or unfeasible.

CONCLUSION

This *Strategic Plan* presents an ambitious agenda for the future of the University of Dayton. It is consistent with the University's ambition to be a leader in Catholic higher education and a Catholic leader in higher education. It outlines what is needed for the University to be a first-choice institution for students, parents and counselors of students, faculty, staff, administrators, supporters, and partners at home and abroad who wish to be engaged with its distinctive qualities, practices, and accomplishments. Achieving the goals articulated in this *Strategic Plan* will require visionary and dedicated leadership, strong and inclusive community support, and substantial new resources. These will be committed to giving vital and tangible form to the Catholic and Marianist values that form the foundation of this University.

SUMMARY OF GOALS AND INITIATIVES

GOAL 1

EDUCATE FOR TRANSFORMATION AND PREPARE A NEW GENERATION OF SERVANT LEADERS.

KEY INITIATIVE #1

STRATEGIC INITIATIVE 1:1

Focus the entire University on the concept and practice of transformative education through integrating learning and living in community.

KEY INITIATIVE #2

STRATEGIC INITIATIVE 1:2

Focus on selected doctoral and master's programs that contribute to the mission and to the national and international prominence of the University, serve the needs of our region, contribute to the greater social good, and enhance academic excellence at both the graduate and undergraduate levels.

STRATEGIC INITIATIVE 1:3

Recruit, support, and retain an outstanding faculty, and recognize and reward excellence in teaching.

STRATEGIC INITIATIVE 1:4

Promote learning through active engagement with community.

GOAL 2

CULTIVATE OUTSTANDING SCHOLARSHIP, RESEARCH, AND ARTISTIC CREATION.

KEY INITIATIVE #3

STRATEGIC INITIATIVE 2:1

Invest substantially in those areas of Science, Technology, Engineering, and Mathematics (STEM), in which the University shows the greatest promise for national and international preeminence.

STRATEGIC INITIATIVE 2:2

Support selected areas of promising research, scholarship and creative achievement in the arts, humanities, sciences, social sciences, and the professional schools.

GOAL 3

STRENGTHEN AND PROMOTE THE UNIVERSITY'S DISTINCTIVE CATHOLIC AND MARIANIST IDENTITY.

KEY INITIATIVE #4 — **STRATEGIC INITIATIVE 3:1**
Ensure that the University's Catholic and Marianist identity deeply informs and thoroughly infuses the institution.

KEY INITIATIVE #5 — **STRATEGIC INITIATIVE 3:2**
Define the University of Dayton nationally and internationally as both a leader in Catholic higher education and as a Catholic leader in higher education.

GOAL 4

ADVANCE INTERNATIONAL AND INTERCULTURAL CITIZENSHIP AND ENGAGEMENT.

KEY INITIATIVE #6 — **STRATEGIC INITIATIVE 4:1**
Cultivate a richly varied and engaging environment in which international and intercultural citizenship will flourish across the University.

KEY INITIATIVE #7 — **STRATEGIC INITIATIVE 4:2**
Expand and strengthen relationships between the University of Dayton and regional institutions, focusing on opportunities for intercultural dialogue, research, economic development, and positive contributions to the vitality of the University's broader community.

STRATEGIC INITIATIVE 4:3

Internationalize the curriculum through the enhancement of courses and programs already engaged in international topics, by introducing international elements in appropriate existing courses that do not currently focus on international issues, and develop new courses specifically to address such issues.

STRATEGIC INITIATIVE 4:4

Increase the diversity of the University of Dayton student body, faculty, and staff.

GOAL 5

PRACTICE RESPONSIBLE STEWARDSHIP.

STRATEGIC INITIATIVE 5:1

KEY INITIATIVE #8

Communicate and market more effectively the quality of the University's degree programs, its research and scholarship, its residential life, its distinctive commitment to integrating learning and living in community, the characteristics of Marianist education, its engagement with the region, the nation, and the world, and its focus on the future.

STRATEGIC INITIATIVE 5:2

KEY INITIATIVE #9

Enhance the University's degree programs, diversify its student body, and deepen its commitment to its unique approach to education by ensuring continued access to promising and diverse students.

STRATEGIC INITIATIVE 5:3

Support curriculum, faculty, researchers, and staff with facilities, equipment, and information technology and resources that will enable them to fulfill their potential and contribute most effectively to the University and the wider community.

STRATEGIC INITIATIVE 5:4

Operate the University efficiently on the basis of sound business practices.

STRATEGIC INITIATIVE 5:5

Ensure the safety and security of the University community.

—————|