



FOREVER FORWARD

Quincy University (QU) Strategic Plan: 2017-2022

MISSION

Quincy University stands as a Catholic, independent, liberal arts institution of higher learning in the Franciscan tradition. Inspired by the spirit of Francis and Clare of Assisi, we respect each person as a sister or brother with dignity, value, and worth. We work for justice, peace and the integrity of creation. We prepare men and women for leadership and for the transformation of the world by educating them to seek knowledge that leads to wisdom.

We welcome and invite all to share our spirit and life.

VISION

Quincy University will uphold the values of a Catholic, Franciscan Liberal Arts institution, ultimately setting forth into our communities, states and nation, students who will change the world. QU will prepare Ethical Leaders for an Interdependent World through an exemplary education focused on the inherent value of diversity, servant-leadership, service, hospitality, justice and peace, acceptance, inclusiveness, and accountability.

VALUES

Diversity | Servant-Leadership | Service | Hospitality
Justice and Peace | Acceptance | Inclusiveness | Accountability

STRATEGIC FOCUS

| <u>ACADEMIC EXCELLENCE</u> | <u>FRANCISCAN VALUES</u> | <u>FINANCIAL SUSTAINABILITY</u> |
|---|---|---|
| <p>Quincy University will offer a rigorous curriculum featuring high-impact educational practices focused on student outcomes, with content and delivery methods designed to meet the changing needs of current and future students</p> | <p>Quincy University will foster a Franciscan Environment that promotes campus diversity, leadership, service, and spiritual development with a focus on community engagement and collaboration</p> | <p>Quincy University will strengthen its financial capacity and long-term sustainability to ensure the success of its mission</p> |

QU GOALS

| <u>ACADEMIC EXCELLENCE</u> | <u>FRANCISCAN VALUES</u> | <u>FINANCIAL SUSTAINABILITY</u> |
|--|---|--|
| Promote the development of competent, highly-skilled, and career-ready graduates through an increased focus on comprehensive, University-Wide assessment initiatives | Increase community understanding, knowledge, and experience of Franciscan Charism and Catholic World-view | Improve impact of institutional revenue streams on both short-term viability and long-term sustainability |
| Increase University-wide academic resources to assist the QU community in the development of active learners, educators, mentors, and scholars | Increase student understanding and value of living a life of service | Devise and implement a financial plan focused on keeping expenses lower than revenues |
| Continue to foster the successful matriculation of high achieving, well-prepared college students while simultaneously fostering an environment that promotes the persistence of all QU students toward graduation | Increase University-wide experience of community life through the Franciscan Values of Hospitality, Humility, Servant-Leadership, Justice and Peace, Acceptance, Respect, Inclusiveness, and Accountability | Increase annual giving to a level that supports the institutional mission and the goal of financial sustainability |
| Facilitate the development and implementation of curricular offerings that are both innovative and responsive to the ever-changing world students encounter upon graduation | Create intentional civic engagement and multicultural experiences for students that strengthen integrative leadership skills necessary for socially responsible leadership | Improve strategic plan integration and implementation throughout the university |

Goal I

Goal II

Goal III

Goal IV

PRIORITY STRATEGIES

| <u>ACADEMIC EXCELLENCE</u> | <u>FRANCISCAN VALUES</u> | <u>FINANCIAL SUSTAINABILITY</u> |
|--|---|--|
| <p>Academic programs will conduct periodic audits to determine cost/benefit of seeking external review or modeling programs to meet external standards</p> <p>Continue to implement Bonaventure (General Education) SLO annual assessment as a means of University-wide outcomes assessment</p> <p>Improve tracking of alumni placement (General and discipline-specific)</p> <p>Improve evaluation of current programs and practices and make necessary modifications to improve retention and graduation rates</p> | <p>Implement ongoing professional development for faculty and staff on Franciscan Charism/values and the Catholic worldview</p> <p>Incorporate a unit on Franciscan Values into QUC coursework</p> <p>Promote Franciscan Values throughout university-wide activities and celebrations (e.g., commencement, blessing of the athletes, day of service, etc)</p> <p>Maintain full-time campus ministry personnel</p> <p>Expand Campus Ministry spiritual mentor program</p> | <p>Revise tuition discounting method to reflect clear, sustainable tuition revenue growth based on head count</p> <p>Lower composite and population-specific discount rates</p> <p>Develop clear annual tuition revenue performance indicators and utilize indicators as basis for operational budgeting</p> <p>Increase overall headcount (i.e., traditional, non-traditional, and graduate student enrollment) to a level that promotes financial sustainability</p> |
| <p>Develop and implement targeted fundraising campaigns geared toward academic resources and sustainability</p> <p>Develop a comprehensive plan to move faculty salaries to CUPA median based on relevant demographics (e.g., discipline, rank, region)</p> <p>Develop and implement a diversified process for recognizing Faculty and Student academic accomplishments</p> <p>Aggressively market (i.e., via web presence, publication materials, and academic recognition) the focus on Academic Excellence at Quincy University</p> | <p>Implement student service learning portfolio requirement</p> <p>Develop and conduct in-service on how to incorporate Service Learning into academic disciplines (target winter/January faculty retreat) and develop academic-focused service learning projects</p> <p>Develop rubric to assess Service Learning Portfolio</p> <p>Include evaluation of the perceived impact of service learning in exit and alumni surveys</p> | <p>Implement a 5-year plan to reallocate expenses to be more reflective of comparable institutions</p> <p>A continuous five year financial plan will be developed (i.e., wherein annually the current year will be removed and a new fifth year will be added)</p> <p>Develop a Return on Investment (ROI) approval process for all sizeable projects</p> <p>Develop a financial dashboard that can be viewed by all internal parties of the institution</p> <p>Pursue long-term debt restructuring and/or refinancing in order to ease debt burden on operational costs</p> |

Goal I

Goal II

| <u>ACADEMIC EXCELLENCE</u> | <u>FRANCISCAN VALUES</u> | <u>FINANCIAL SUSTAINABILITY</u> |
|---|---|--|
| <p>Chart a four year degree completion path (i.e., 4-year Guarantee) for all majors</p> <p>Develop interdisciplinary committee focused on retention initiatives, particularly with the most at risk student populations</p> <p>Conduct a cost/benefit analysis and make recommendations regarding the development of an institutional Office of Retention</p> <p>Develop and implement a strategy for hiring and retaining a diverse faculty whose presence in number corresponds with the diversity of the QU student body</p> <p>Work with business community (Local, regional, and national) to promote the increase in internship and externship opportunities for students</p> | <p>Adopt Servant Leadership philosophy and provide training for all levels of university management</p> <p>Incorporate Servant Leadership expectations into evaluation processes for campus leaders</p> <p>Increase Faculty/Staff community building activities (e.g., annual Retreat Days, Hawks Nest Happy Hours, Small Group Bible Studies.) and departmental recognition of professional successes (i.e., services, listing of Faculty/Staff accomplishments)</p> <p>Expand new staff/faculty orientation to week-long on-boarding process with community building and Franciscan Values incorporated, develop framework for department level orientation</p> <p>Audit campus processes and procedures and review for opportunities to be more student centered and efficient</p> | <p>Develop and implement the next 5-year capital campaign to correspond with goals outlined in this strategic plan</p> <p>Launch Capital Campaign mini-endowment targeted specifically to endowment growth</p> <p>Develop and implement a marketing campaign geared toward alumni, prospective donors, and business partners with "open-ended" prospective projects tied to the theme of service and/or Servant Leadership</p> |
| <p>Develop and implement a process for crediting previous experience in lieu of some Bonaventure (General Education) requirements</p> <p>Provide more flexible options for students to access courses (e.g., online, face-to-face, collaborative, distance)</p> <p>Promote opportunities for the "Globalization of the Curriculum" by offering more study abroad travel and credit options</p> | <p>Promote opportunities for the "Globalization of the Curriculum" by offering more study abroad travel and credit options</p> <p>Provide tools and workshops for faculty, staff and students which will increase context awareness and better prepare them to work with individuals from diverse backgrounds</p> <p>Develop intentional leadership and multicultural co-curricular student experiences that strengthen campus engagement and morale, and support student persistence toward graduation and beyond</p> | <p>Retain Strategic Planning Committee as the core annual review committee for institutional strategic planning evaluation</p> <p>Create Strategic Planning and Resource Alignment (SPARA) committee</p> <p>Require departments/programs to address how strategic plan will be implemented via annual goals and department/program-level plans</p> |

Goal III

Goal IV