

**Neumann University
STRATEGIC PLAN
2015 – 2019**

**orig. 07/01/14
rev 08/12/15**

Ensuring Legacy, Mission and Continuous Transformation



Acknowledgement

The Neumann University strategic plan 2015 – 2019 celebrates Neumann’s fiftieth year and is the result of dialogue, study and input from all constituents of the university. We are grateful to the Sisters of St. Francis of Philadelphia for the legacy and sponsorship and to the Board of Trustees for its leadership and commitment to Neumann’s vibrancy and transformation.

Neumann University has a rich heritage of dedicated individuals and groups who diligently meet the challenges and opportunities of the times while remaining faithful to its identity, mission, vision and values.

Identity

Neumann University, founded and sponsored by the Sisters of Saint Francis of Philadelphia, is a Catholic institution of higher education in the Franciscan tradition.

Mission

Neumann University educates a diverse community of learners based upon the belief that knowledge is a gift to be shared in the service of others and that learning is a lifelong process.

Vision

Neumann University strives to be a teaching university of distinction, providing innovative, transformational education in the Catholic Franciscan tradition. Neumann RISES on the values of Reverence, Integrity, Service, Excellence, and Stewardship and lives the actions these values inspire. Neumann’s curriculum promotes thoughtful and ethical leadership in service and response to a global and technologically complex world.

Core Values

Neumann University, a Catholic University in the Franciscan tradition, promotes the following Core Values as integral to all academic programs, services, partnerships, and co-curricular activities.

Reverence

- We honor as sacred the worth and dignity of each person.
- We celebrate our relationship as sisters and brothers with one another and all creation.
- We create a compassionate, welcoming, and reconciling community.

Integrity

- We speak the Truth in Love.
- We act fairly, honestly, and ethically at all times.
- We accept responsibility for the consequences of our actions.

Service

- We serve with humility, compassion, and love.
- We challenge unjust structures and work for social transformation.
- We embrace service as a life-long commitment.

Excellence

- We perform to the best of our ability the responsibilities entrusted to us.
- We practice cooperation, rather than competition, in the quest for excellence.
- We foster academic achievement through a strong, teaching-learning community.

Stewardship

- We receive gratefully, use carefully, and share generously resources available to us.
- We care for creation as a sacred Gift from God.
- We promote Catholic Social Teaching by working for peace and justice.

Institutional Goals

Always and everywhere, Neumann University strives to:

1. Demonstrate a firm commitment to the Catholic Franciscan tradition.
2. Nurture a caring campus community which lives the values of Reverence, Integrity, Service, Excellence, and Stewardship.
3. Challenge its students to achieve personal, academic and professional excellence.

A Catholic University – The Context

The flags which line the driveways, stationery, brochures, catalogs, and advertisements all describe Neumann University as a Catholic university in the Franciscan tradition. Being Catholic...in the Franciscan tradition invites all members of the community to understand and espouse certain values and strive to co-create a distinctive culture. It suggests that policies, procedures, and curriculum are shaped by a particular worldview.

Maintaining a distinctive identity and mission is an essential task for a Catholic university. Although each of the Catholic colleges and universities describes its mission and purpose in a unique way, the basic components of the Catholic university were articulated by Pope John Paul II in the 1990 document, *Ex Corde ecclesiae (From the Heart of the Church)*.

"Since the objective of a Catholic university is to assure in an institutional manner a Christian presence in the university world confronting the great problems of society and culture, every Catholic university, as Catholic, must have the following characteristics:

1. A Christian inspiration not only of individuals but of the university community as such;
2. A continuing reflection in the light of the Catholic faith upon the growing treasury of human knowledge, to which it seeks to contribute by its own research;
3. Fidelity to the Christian message as it comes to us through the Church;
4. An institutional commitment to the service of the people of God and of the human family in their pilgrimage to the transcendent goal which gives meaning to life.

In the light of these four characteristics, it is evident that besides the teaching, research and services common to all universities, a Catholic university, by institutional commitment, brings to its task the inspiration and light of the Christian message. In a word, being both a university and Catholic, it must be both a community of scholars representing various branches of human knowledge, and an academic institution in which Catholicism is vitally present and operative." (ECE 12-14)

In the Franciscan Tradition

"The Franciscan Intellectual Tradition is a philosophical and theological expression of understanding the Catholic faith. As a philosophy and theology, this tradition is one of several major interpretations of this faith. In the history of the western Catholic Church, two other major traditions have enriched the Catholic faith: the Dominican Intellectual Tradition, centered on the writings of St. Thomas Aquinas, and the Augustinian Intellectual Tradition, centered on the writings of St. Augustine of Hippo. All three traditions have continually received the blessing of popes and scholars. They have also intersected with each other, have influenced each other and have been self-consciously aware of their differences. None of them, however, can claim to be the 'better' intellectual tradition. Since they are philosophical and theological interpretations of the Catholic Faith, all three respect the fundamental teachings of Scripture, Tradition and the magisterium (of the Catholic Church).

. . . The primary sources for the differences held by the Franciscan tradition stem from the distinctive spiritual experience and vision of Francis and Clare of Assisi. Francis and Clare were not theologians, in the academic interpretation of this word, but they both attempted, in their lives and in their writings, to speak and to exemplify the Word of God. By their way of life, they wanted to deepen their own Catholic faith and share Gospel holiness with the people they met. Their voices echoed the gospels and Catholic tradition in a new and convincing way. Their spiritual vision became enormously attractive, and many men and women joined their communities." (Osborne, p. 1-2)

"In the Franciscan Intellectual Tradition we find again and again, in different languages using different genres, the same fundamentals of our vision of the Catholic Christian life. . .

- God's presence and universal accessibility in Christ — in creation, in the poor, in the non-event, in the non-believer;
- God as a community of persons, a Trinity, sharing life and goods — a model for fraternity, social peace, relationality, mission and the exchange of goods between peoples;

- God’s gratuity and liberality to be with us, even in our creaturely disfigured way — in Christ’s birth, life and passion, in each unique creature, in the great gift of the Church with its people and priests and theologians and sacraments and doctrine and teaching magisterium;
- God’s human way of exercising authority, creating order and ‘being with’ — through example, humility, courtesy, respect and love-willing-to-suffer with the neighbor.”

(Chinnici, p. xiii)

Excerpts on *The Franciscan Intellectual Tradition* are taken from: *The Franciscan Intellectual Tradition: Tracing Its Origins and Identifying Its Central Components*.

The Franciscan Heritage Series, Vol. 1. Joseph P. Chinnici, OFM, General Editor. St. Bonaventure, NY: The Franciscan Institute, 2003. Used with permission.

University Strategic Plan 2015 – 2019

In an effort to achieve its mission and vision of being a *teaching university of distinction*, Neumann University strives to achieve five institutional goals/themes defined below and graphically depicted on the Strategy Map.

As a result of this institutional strategic plan, Neumann University will:

1. Expand Visibility
2. Grow Strategically
3. Engage Students
4. Provide Programming Innovation
5. Transform Spaces

While a number of these themes require well-defined ongoing efforts, others present exciting opportunities for Neumann University to garner new energy and resources, and a spirit of innovation not unlike that which led the Sisters of St. Francis of Philadelphia to found Our Lady of Angels College now Neumann University in 1965.

The initiatives intended to achieve the goals/themes are measurable indicators of our progress.

Process

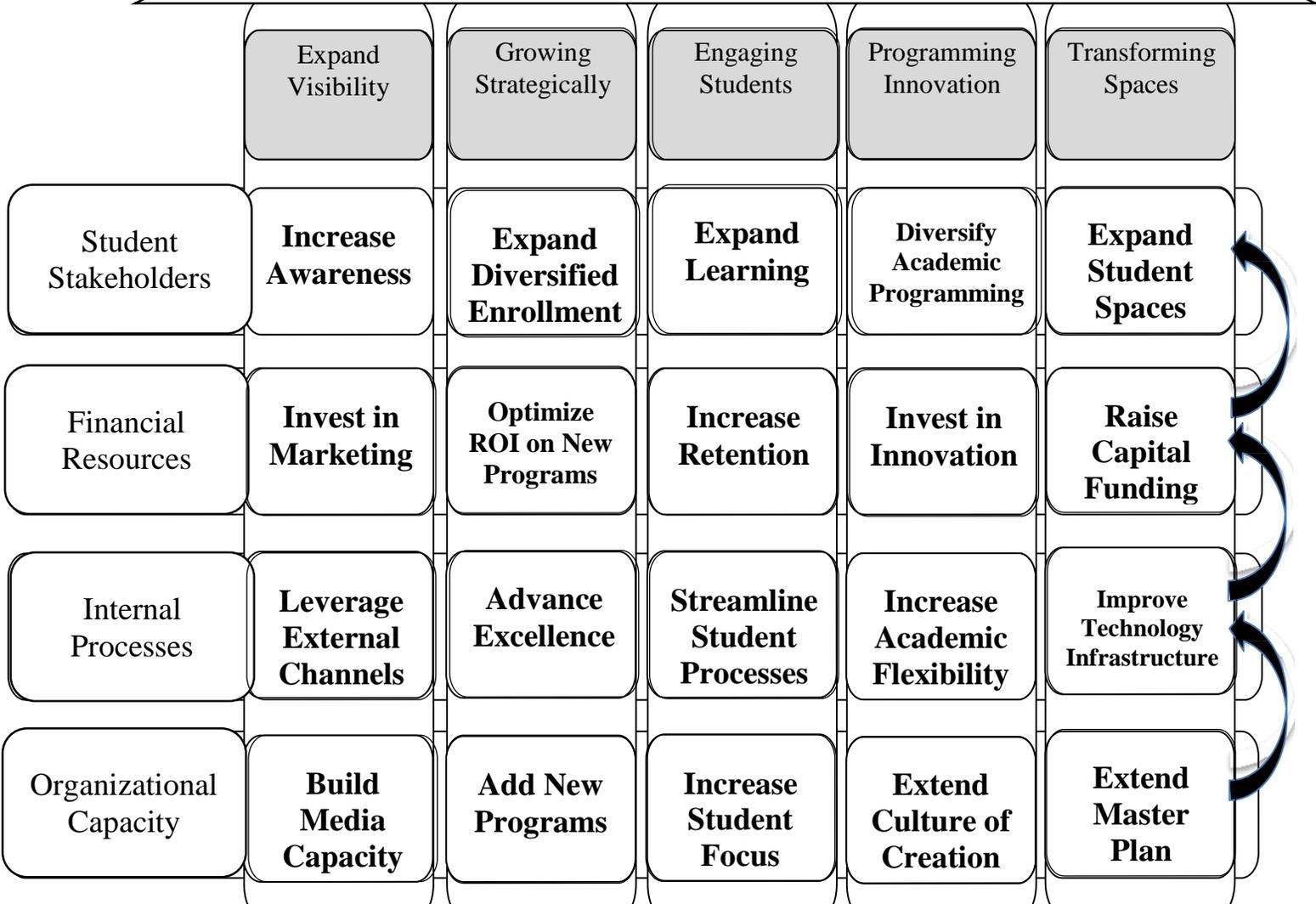
Led the Board of Trustees through its Strategic Institutional Planning Committee, and delegated to the president, the planning process was initiated in August of 2013 at a university forum that engaged faculty, administrators, and staff in open discussion and round table activity that focused on identification of recommended goals and initiatives for Neumann's future. With the assistance of Credo, Inc. consultants, the information gleaned was summarized and categorized by the themes that emerged.

The second step involved smaller groups of constituents including faculty and staff, students and Board and Board Committee members. With each group process, the goals and initiatives were further refined. In March 2014, the draft document was reviewed by a team of individuals from across the institution referred to as the Planning/Stewardship Committee. This Committee reviewed and organized the initiatives, focused on FY15, within the five themes that had emerged early in the process. In order to gain further transparency and knowledge across the university, each theme and related initiatives were given to "theme teams" to review, discuss, nuance and refine. The result of the work completed by the theme teams was brought to the President's Cabinet who reviewed, edited and forwarded to the Executive Team. At the May 2014 meeting of the Board's Strategic Institutional Planning Committee, the president presented the draft to the committee. The draft was reviewed and edited and recommended for approval by the Board of Trustees at its June 2014 meeting. Each theme with its set of initiatives is assigned to a vice president, managed by a member of the President's Cabinet and reviewed quarterly by the Cabinet for progress. The Executive Team, as a whole, has the responsibility and opportunity to review progress monthly and the theme vice president assigned is responsible to monitor the progress daily/weekly and monthly.

A balanced scorecard methodology with dashboard is used to determine progress of the strategic plan. The strategic objectives may change as initiatives in the strategic plan are achieved.

The dashboard indicator document monitors key data identified by the Executive Team to insure that planning goals are reached and is reviewed by the Strategic Institutional Planning Committee of the Board of Trustees.

Neumann University
 “a teaching university of distinction, providing innovative, transformational education in the Catholic Franciscan tradition”



RISES: Reverence, Integrity, Service, Excellence, Stewardship

Promise: *Uniquely Personal, Career Oriented, Catholic and Franciscan, Academically Excellent, Inspiring*

THEME I - EXPANDING VISIBILITY

Create and sustain an integrated communication plan to: promote the University's uniquely personal approach and values-based learning environment; to distinguish NU as a teaching university of distinction; and, to aid in heightening visibility, image and access.

I.1. Build Media Capacity

Clearly define the role of the marketing and public relations department; fine tune the university's brand message to emphasize career preparation, and generate institutional data to guide recruitment efforts.

- Produce at least 10 videos and 12 stories about career preparation, using current students or young alumni as subjects.
- Collect hard data to determine undergraduate conversion rates from application to registration based on gender, type of school, intended major, and geography.
- Collect hard data on the number of internships, study abroad participants, undergraduate research programs, leadership opportunities, and community service/service learning efforts.
- Collect alumni data over time systematically.
- Create 10 (3-5) minute video stories highlighting student-athlete success and achievement.
- Collect and analyze data to determine impact on enrolling students based on gender, type of school, intended major, and geography and apply findings to travel/recruitment strategies.
- Improve internal communication through development of one calendar that employs T.V. screens, student app; posting to advertise events.
- Create new communications plan to reach high school seniors, juniors, sophomores, and their parents.

I.2. Leverage External Channels

Increase faculty and student interaction with prospects and emphasize experiential learning opportunities to make the recruitment and retention process as robust as possible.

- Schedule faculty members to meet prospective students and their families during 30% of individual/or group campus visits/tours.
- Feature internships and/or study abroad stories online and in varied publications and postcards targeted to prospective undergraduates and their families.
- Provide leadership training to a minimum of 100 high school students through collaboration among the Institute for Student Leadership Formation (ISLF), Institute for Sport, Spirituality and Character Development (ISSCD), Athletics, and external groups such as the Delaware County Leadership Council.
- Expand partnership of the ISSCD with the Philadelphia Catholic League to include the Allentown, Harrisburg, Wilmington, Camden and Trenton Diocese.

I.3. Invest in Marketing

Increase the University's name recognition in a positive way. Invest in brand marketing and build newsworthy content to attract media attention and to increase awareness and visibility.

- Purchase six billboards (two each on I-95, I-76 and the NJTP) for four months each and bus wraps (SEPTA and NJ Transit) for fall and spring campaigns to make prospective students, especially commuters, aware of the Neumann University name and brand promise.
- Create a business plan for becoming nationally recognized in some newsworthy area.
- Create an integrated website marketing plan for the Athletics Department and the ISSCD to promote the distinctive connection between the ISSCD and Athletics.
- Conduct market research to determine significant factors in the college selection process and the current status of our brand.

I.4. Increase Awareness

Consistently deliver compelling messages to high school students, their families and influencers. Career preparation and academic quality are themes that resonate with all target audiences. Reputation can be enhanced by the quality of competitors in an athletic conference as well.

- Send at least 100 letters to high school principals and guidance counselors regarding student achievement (induction into honor societies/ acceptance to Honors Program, selection to all-conference teams/ presidential ambassador program; achievement of academic awards.
- Highlight the distinctiveness of athletics at Neumann University in all communication venues.
- Implement a minimum of two leadership formation initiatives through the collaboration of the Leadership Institute and the ISSCD.
- Institute ongoing formation and awareness of Neumann University's Catholic, Franciscan identity for Alumni Online.
- Increase student-athlete enrollment by 5% through specific recruiting goals for each varsity and club sport team.
- Define/publish the mission, vision, and learning outcomes of the (ISLF) attributed into curriculum.
- Establish an ISLF day on campus for area public/private Student Council Presidents.
- Communicate professional alumni profiles and stories for social and digital mediums
- Enhance alumni award programming to include academic division achievement awards
- Design & promote alumni chapters.
- Develop an enhanced communications plan for alumni with strategic messaging to increase alumni participation by attendance & giving 2% (1% each year)
- Increase our followers on Twitter from 1,995 to 2,500 and on Instagram from 528 to 1,500.
- Highlight impact and contributions of members of the Neumann University Community in service to area Community partners.

THEME II - GROWING STRATEGICALLY

Achieve enrollment growth through high quality programs, academic excellence, effective services, experiential learning options, international students, new undergraduate and graduate programs, and collaborative distance education.

II.1. Add Approved New Programs

- Design Business Plan and Curriculum for Social Work, BSW
- Develop curriculum; and implement a Communication and Digital Media major
- Implement Public Safety Administration BS (online)
- Submit business plan for Master's in Public Health (MPH), Integrative Health Promotion and Disease Prevention (online)
- Complete study to determine viability of a men's volleyball team.
- Create Community College Day for prospective transfer students.
- Determine the feasibility of a Math certification program.
- Obtain PA State Board of Nursing approval for the LPN to BSN program.
- Develop business plan for the Ed D in Nursing Education.
- Implement the necessary changes for the Master's level AT program.
- Develop curriculum for 3+2 option in Athletic Training program with health science stop out.

II.2. Advance Excellence

- Design process and business plan to transition academic Divisions to Schools.
- Secure funding/endowed naming opportunities for academic Chairs and/or Professorships
- Develop a faculty scholarship plan to increase the percentage of faculty presenting peer-reviewed professional papers and/or publishing peer-reviewed articles in top tier journals annually.
- Continue collaboration within SEPCHE for special projects that enrich educational quality and contain costs.
- Develop metrics and targets to determine what constitutes *Teaching Excellence* for Neumann University.
- Identify indicators for the enhancement and improvement of the Honors Program.
- Establish a marketing plan to broaden reach of the Honors Program.
- Grow enrollments in the Neumann University Honors Program by 1% each year for five years
- Ensure timely student progression and degree completion through effective course rotations, advising and scheduling of four and five year plans.
- Implement E portfolio for Teacher-Education students.
- Improve student-athlete graduation rate by 2% for a 5 year cohort and 1% for a 4 year cohort; Increase retention rate by 2%
- Explore the development of an Honors College
- Finalize the design and implement (FA 16) three new BS Business Administration four-course tracks with 1-3 new courses in each track.
- Rename CIM to Computer Information Systems and revise curriculum accordingly

- Finalize the design and implement (FA 16) new six-course Minor in Entrepreneurship.
- Finalize the design and implement (FA 16) new MS Sport Marketing (replacing MS Sport and Entertainment Management) with 10 new courses.
- Implement E-Portfolio
- Conduct feasibility CAEP accreditation
- Prepare for PDE Major Review
- Successfully complete the re-accreditation process for the undergraduate nursing program-visit
- Achieve Re-affirmation of Middle States Accreditation
- Provide a forum for faculty to explore ideas for publication of scholarly articles related to the Catholic Franciscan Intellectual Tradition.
- Design and implement diverse programs to promote the Value of Integrity; including the program Franciscan Moral Vision, Care for Creation activities, reflection on Sacred Spaces and renewed efforts to engage Adjunct Faculty.

II.3. Optimize ROI on New Programs and all Current Programs

- Identify criteria for viability for each Major in Division of Business/IM based on mission and enrollment
- Establish 1 – 2 learning communities in Residence Life.
- Design collaborative model for weekend programming on campus.
- Increase recruitment radius by adding new zip codes and states to the search lists in the enrollment plan.
- Complete a financial aid leveraging consultation.
- Identify criteria for enrollment viability for programs in Arts and Sciences
- Identify at least 3 high-school partnerships for course work on their sites.
- Achieve targets for enrollment through Distance Education collaborative program with Capital Education

II.4. Expand Diversified Enrollment

- Determine optimal size and profile of student population relative to housing, technology, and program offerings.
- Explore/identify student housing initiatives in conjunction with projected student enrollment and demand to maximize capacity.
- Design a tuition-fees model to align with improved services and cost efficiencies and necessary net revenue.
- Implement a plan for growth with attention to a diversified enrollment through appropriate price points for tuition, housing, meal plans, and fees.
- Increase number of students with an academic profile higher than current GPA and SAT averages.
- Review and select specific varsity athletic programs (5-6) as to attract new/different conference members.
- Complete Title IX survey to determine differences in programs and develop tiers that most closely approximate differences.

- Complete customer value map for athletic department to determine market perceived quality map.
- Start club teams in the following sports: Baseball, Women's Golf, and Rugby.
- Host three local media outlet days, one for each season (fall, winter, spring).
- Host team focused open houses to attract 50-100 prospective students at each one.
- Host a seasonal open house for each athletic season
- Survey non-athletes who did not enroll to determine reasons for not attending to determine the 5 main factors.
- Increase number of special events on campus – Junior Open House (1), Senior Open Houses (3), Accepted Students Day (1), Transfer Open House (1)
- Implement an integrated enrollment planning process & plan to ensure university mission and goals.

THEME III - ENGAGING STUDENTS

Provide a vibrant campus life, with programs and services that cultivate student leadership and success throughout the college experience and beyond.

III.1. Increase Student Focus

- Implement two collaborative initiatives (academic affairs and student affairs) to increase student engagement.
- Create/retool academic advising program plan for each academic Major.
- Collaborate with Career Services to develop activities that highlight careers for various majors.
- Continue to revise the orientation process to include summer overnight times and a new format for Welcome Back days
- Engage students in primary undergraduate research and showcase achievements in Catalyst or other appropriate scholarly venues.

III.2. Streamline Student Processes

- Cross-train admissions-financial aid staff to assure efficient, timely responses to inquiries and applicants.
- Activate Datatel Standardization Panel to unify definitions and utilization of data fields across the university.

III.3. Increase Retention

- Identify best practice experiential learning strategies (service learning, study abroad, internship, and cooperative education, undergraduate research) to increase student success.
- Increase overall retention rate by 2%.
- Increase the number of students involved in clubs
- Implement Co-curricular transcripts.
- Evaluate commuter student services and programs to enhance retention by 2%
- Increase and improve the capacity for tracking student attendance at activities and events.
- Increase long and short-term study and service abroad opportunities for students
- Analyze existing academic support services for the undergraduate nursing program so as to formulate a cohesive plan for future services.

III.4. Expand Experiential Learning

- Enhance active learning pedagogies across all academic programs.
- Enhance all degree programs to include experiential learning and monitoring so as to maximize graduate preparedness.
- Create 1-3 internship opportunities for Neumann University Communications Media Arts students to participate in the Athletic and Recreation Department.
- Formalize an executive board for the Student-Athlete Advisory Committee to provide opportunity for experiential learning through leadership and to enhance the student-athlete voice in the Athletic and Recreation Department.

THEME IV - PROGRAMMING INNOVATIONS

Enhancing Neumann's image and reputation for academic excellence through new academic programs and student services to meet the changing societal educational needs and expectations thus increasing enrollment/revenue.

IV.1. Extend Culture of Innovation

Create an environment that welcomes and rewards creative and innovative thinking

- Identify 3-5 additional partnerships with businesses, technical and community colleges that enhance entrepreneurship and opportunities for experiential learning.
- Offer teaching grants to encourage faculty to embed undergraduate research opportunities in sophomore level courses (Cost: \$500/course)

IV.2. Increase Academic Flexibility

- Begin fully online MS in Education

IV.3. Invest in Innovation

- Create model for student/faculty awards for innovation.

IV.4. Diversify Academic Programming (cf: Growing Strategically)

- Develop the plan and design for implementation of interdisciplinary/collaborative programming between academic and co-curricular areas: Communication Media Arts Major and Sport and Entertainment Management Major and Intercollegiate Athletics, Neumann Media, ISSCD, and Performing Arts.
- Implement Behavioral Health Intervention minor in Psychology
- Create a business plan for new Chemistry major
- Establish non-certification track in Educational Studies
- Explore middle level certification (cf. Growing Strategically)
- Assess the impact of the Rising Stars Program in terms of challenges and opportunities for enrollment growth

THEME V - TRANSFORMING SPACES

Realizing fully the capacity of the newly expanded 65+ acre campus by renovating and retrofitting select spaces, to accommodate increased enrollment, retention, a growing athletics program, and a vibrant residential and commuter program.

V.1. Extend Master Plan

- In collaboration with Sponsoring Congregation and other local parties of interest, update the plan for spaces and areas to support students and programs.
- Increase space by +/- 12000 gsf in the Bruder Life Center to support growing student-center approach.

V.2. Improve Technology Infrastructure

- Include an updated plan, design and training for technology in all new and transformed spaces.
- Develop plan for future technology to include broadband Wi-Fi, in support of new and revised academic Majors, student co-curricular transcripts, and student satisfaction.
- Establish and publish plan to improve use of technology as a means to reduce amount of paper used or stored.
- Complete the migration of Colleague to the SQL database

V.3. Raise Capital Funding

- Include the planned new and transformed spaces for naming in the new comprehensive campaign to achieve \$10 million goal.
- Increase donations and sponsorships to the Athletic Annual Fund by 5%
- Expand the “Neumann Fund” for constituent participation and greater giving support for annual giving, scholarships, and athletics by 1%.

V.4. Expand and Transform the Spaces

- Increase student spaces and services for co-curricular learning experiences that enhance student involvement and retention.
- Explore new or renovated space availability for a collaborative Admissions – Financial Aid Suite.
- Implement 3-5 low cost physical improvements: Painting of more student friendly pictures on walls of second and third floor corridors of Bachmann.
- Enhance outside sitting areas of the Thomas A. Bruder, Jr. Life Center.
- Implement a comprehensive Campus Master planning process

Note: In complement to this Plan, Neumann University attends to institutional compliance through each unit vice president and all members of the university community. Accordingly, the two legal compliance tables crafted by the university general counsel’s office are living documents that each unit vice president must ensure are A) reviewed so compliance is met; B) adhered to in a way that offers simplicity and consistency, e.g., by engaging in a practice of crafting cover memos indicating status of the issues for unit files and noting the locations of documents and evidence indicating compliance is met and compliance status; and, C) scrutinized in an active way so that feedback on changes, updates, new issues, status, and other related issues are given as feedback to the general counsel’s office, this way the document can be periodically updated by that office through both its own means, and through a feedback loop.

Rev. 8/12/15