STRATEGIC PLANNING COMMITTEE

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Looking to Our Past ................................................................. 4
Mission Statement ............................................................ 5
Moving Forward ................................................................. 6
Vision Statement ............................................................... 7
Defining Our Values .......................................................... 8
Six Core Values ............................................................... 9
The Strategic Plan .............................................................. 10

Theme 1: Enhancing Academic Excellence ......................... 11
Theme 2: Strengthening a People-Focused University Community 12
Theme 3: Deepening the University’s Engagement with External Communities 13
Theme 4: Improving the University’s Resources, Financial Processes and Infrastructure 14
Theme 5: Committing to Institutional Diversity and Global Engagement 15
LOOKING TO OUR PAST

From its establishment in 1853, Beaver College, now Arcadia University, has been on a remarkable journey in search of its unique place among the nation's higher education institutions with a mission to provide strong liberal arts education and pre-professional and professional education. It is a journey marked by laudable milestones: a significant growth in size; a name change; a change from college to university; from narrow to comprehensive academic offerings; an extraordinary growth of graduate programming; and a national recognition as a leader in global education, to mention but a few.

As a dynamic institution in a rapidly changing competitive environment, Arcadia continues to transform its internal processes and refocus its direction. In our most recent past, Arcadia adopted a new Undergraduate Curriculum framed on the principles of integrated learning within and beyond the classroom; reorganized into meaningful academic units that emphasize the strengths of the university (the College of Arts and Sciences, The College of Global Studies, the College of Health Sciences, the School of Global Business, the School of Education and the School of Continuing Studies); expanded its global reach and programming; and successfully completed a decadal re-accreditation process.
MISSION STATEMENT

Arcadia University provides a distinctively global, integrative and personal learning experience for intellectually curious undergraduate and graduate students in preparation for a life of scholarship, service and professional contribution.
MOVING FORWARD

Consequently to the accomplishments of academic affairs the Board of Trustees, whose primary goal is to ensure institutional viability among other responsibilities, charged the University with the development of a university-wide Strategic Plan. Specifically, the Board stipulated that the planning process be inclusive (having representations from all the major stakeholders); be data-informed (ensuring that both quantitative and qualitative data are obtained); be broad (providing a framework for institutional actions); and be completed within a reasonable time period.

While the internal reconfiguration now reflects that of a maturing university, deciding on the relative growth of schools and colleges remains a challenge. Similarly, while the student population has increased dramatically, securing financial resources to meet the growing needs of the University remains a challenge. As we grow as an institution, so grows our reputation. In addition, while the number of alums has grown impressively, there is much room for growth in fundraising.
VISION STATEMENT

Building upon its legacy of distinction in global education, Arcadia University will be a vibrant and supportive community of diverse scholars and learners; renowned for its high-quality faculty, staff and students; acclaimed for its student-centered focus; and valued for making a difference in the lives of its graduates.
DE Fining ouR VAluEs

drawing from the information from the planning survey and campus focus group discussions, we have defined the qualities that exemplify our system of core values. these traits are seen within each dedicated member of our community and resonate as the way the University should conduct business as an organization.

Core Values

These six core values form the foundation of how we conduct ourselves as individuals, accomplish our work as units and build our reputation as an institution with global reach.

These values reflect the traits we hold dear. They form the character of our culture. Each member of our community plays a vital role in nurturing these values, using them to guide daily decisions.
CIVILITY
Civility is the basis for how we treat one another, teaching us to appreciate that all members of the University community add value and deserve respect.

As a global institution, we prize diversity and respect the rights and dignity of individuals and groups. To create a welcoming environment, we strive for fairness in our decisions, empathy in our thoughts and consideration in our actions. On campus, we sustain an atmosphere in which kindness is the norm—where we can use our talents, pursue our interests and engage in civil debate without fear of harassment. In visiting other communities in the region or abroad, we conduct ourselves with decorum, respectful of the people in our new surroundings. While sensitive to difference, we strive to seek understanding and common ground.

DIVERSITY
Embracing our diversity creates a rich and welcoming atmosphere where difference in culture, perspective and belief enriches academic discourse and campus life.

Arcadia is committed to maintaining an inclusive environment that encourages acceptance, respect and opportunity. It is through interactions with faculty, staff and peers representing a diversity of backgrounds and abilities that we gain self-confidence and respect for others, learn by using the latest technologies, and acquire essential skills and knowledge in preparation for rich and meaningful lives.

EXCELLENCE
We challenge ourselves to perform at and provide high standards in education, experience and opportunity.

Arcadia delivers a quality academic experience that inspires students intellectually, provides superior global programming and instills pride in a variety of University experiences. Excellence at Arcadia encompasses scholastic development, physical well-being and environmental conservancy. Striving for excellence in teaching and learning also fosters an atmosphere where recognizing peer achievement contributes to our growth and entrepreneurial spirit.

INTEGRITY
We are honest and ethical in how we conduct ourselves in our actions and our decisions individually and collectively as an institution.

Integrity is the foundation upon which we build our code of ethics across academics, student life, athletics, community relations and international opportunities. We are a community that is transparent in the sharing of information, guided by steadfast uprightness in all conducts, operations and affairs of the institution.

INTELLECTUAL FREEDOM
Ours is a community of learners that encourages freedom of thought and expression irrespective of ideological perspectives.

At the heart of a liberal arts education lies a commitment to intellectual freedom. We seek an approach to knowledge and scholarship that expands beyond borders and improves our understanding of communities and ourselves. Guaranteeing freedom of academics and experiences helps us make connections across disciplines and cultures, between theory and practical applications, in the classroom and the community.

STEWARDSHIP
We are committed stewards of Arcadia, carrying the responsibility to ensure resources are allocated in accordance with institutional mission, goals and guidelines.

As caretaker of the beautiful 81-acre campus on the grounds of the historic landmark Grey Towers Castle, Arcadia builds upon a legacy that stretches back to the University’s founding in 1853. All members of the University community play a role in representing the institution, in maintaining fiscal responsibility and in holding one another accountable for our actions.
THE STRATEGIC PLAN

The outcome of the many hours of deliberation, more than 1800 responses to the planning survey, numerous focus group sessions and review of countless pages of documents provides us with a set of five themes, each developed to guide stakeholders’ thinking and actions from 2013 to 2018.

These five themes address the current challenges at this stage of Arcadia’s evolution and focus attention on opportunities pertinent to the future of the institution. As the foundation on which the whole institution rests, academic excellence always will be Arcadia’s top priority. At this stage of our growth, a focused attention on people, external communities, and resources and processes is also a top priority. All these, we believe, are important steps toward securing our position and niche as an increasingly diverse and global-oriented institution.

The completion of this University-wide Strategic Plan in one semester is a testament to the prevailing spirit of Arcadians—tenacity, resolute commitment and hard-work/an accomplishment that is worthy of celebration on its own. However, we also acknowledge that the harder task of translating the strategic goals and objectives into concrete reality of institutional transformation lies ahead. Nevertheless, with the completion of this Plan, the road map and the guiding principles for the next five years are clearer; and with the University community’s efforts to align their day-to-day activities with the Plan, we are confident that Arcadia is on the right path toward its next level of excellence.

THEME 1: Enhancing Academic Excellence
THEME 2: Strengthening a People-Focused University Community
THEME 3: Deepening the University’s Engagement with External Communities
THEME 4: Improving the University’s Resources, Financial Processes and Infrastructure
THEME 5: Committing to Institutional Diversity and Global Engagement
**THEME 1: Enhancing Academic Excellence**

**Strategic Goal:** Enhance Arcadia’s focus as a comprehensive, globally engaged University that combines a strong foundation in the arts and sciences with innovative professional programs.

**Objective 1:** Strengthen assessment of and professional development for effective teaching/learning practices and environments in both traditional and newly emerging modalities.

**Objective 2:** Undertake a collaborative planning process to determine: (1) the appropriate size of individual academic programs and the University; (2) priorities among strategic growth opportunities; (3) the goals for the appropriate number of full-time faculty and staff, and begin hiring to reach those goals.

**Objective 3:** Develop programs to increase students’ success as evaluated by outcome measures such as graduation rates, continued educational pursuits, transition into a profession, and other scholarly and creative accomplishments.

**Objective 4:** Build on the University’s strengths in Integrative Learning and The Scholarship of Engagement by ensuring that faculty, staff and students have the opportunity to make meaningful connections among disciplines, classroom learning and the world beyond the classroom.

**Objective 5:** Institute a comprehensive professional development program for faculty and increase organizational support and resources that enhance faculty and student research, scholarship and creative activities within and beyond the University and the nation.

**Objective 6:** Increase intellectual collaboration across all Colleges, Schools, Departments, Programs, Centers and Institutes in the University.
Objective 1: Ensure the University leadership values and effectively practices appropriate transparency and multi-directional communication regarding strategic direction and decision-making while promoting these practices among all members of the University community.

Objective 2: Promote civility in all interactions by encouraging understanding of and consideration for the individual uniqueness of all community members.

Objective 3: Engage the governing bodies representing faculty, staff, students, alumni and trustees to determine the effectiveness of their current institutional governance structures and practices and reform them in ways appropriate to Arcadia’s mission, culture and complexity, and that enable enhanced communication, collective problem solving and the implementation of shared goals.

Objective 4: Assess, enhance and more effectively coordinate established practices that provide students personal attention through formal and informal mentorship, advising and support.

Objective 5: Enhance full and part-time faculty and staff welfare.

Objective 6: Establish effective professional enrichment opportunities for staff that facilitate their career advancement.

Objective 7: Develop and enhance alumni’s diverse roles in contributing to and benefiting from the life of the University and promote a wider community understanding of the importance of these roles.

Objective 8: Create a shared sense of ownership of the development of a lively, thriving intellectual, creative, social, recreational and athletic campus environment.

Objective 9: Strengthen communication among, knowledge about, and promotion of shared goals and activities at the University’s multiple domestic and international sites.

THEME 2: Strengthening a People-Focused University Community

Strategic Goal: Promote a University in which students, faculty, staff, alumni, and trustees are empowered to create a place for life-long personal development and to contribute to a shared sense of community.
THEME 3: Deepening the University’s Engagement with External Communities

**Strategic Goal:** Cultivate the University’s relationship with community stakeholders to create opportunities for career exploration, scholarship and service.

**Objective 1:** Advance an engaged culture where members of the Arcadia community are encouraged to actively participate in the well-being of the local and global community.

**Objective 2:** Develop University relationships with employers and organizations within the local, metropolitan Philadelphia and global community to promote cultural, social, and political engagement and programming.

**Objective 3:** Expand domestic and international internship, mentorship and experiential learning opportunities for undergraduate and graduate students.

**Objective 4:** Cultivate and foster relationships between the University and external constituents focused on increasing resources for faculty, student and staff work.

**Objective 5:** Facilitate opportunities for Arcadia to host national and international visitors and conferences.

**Objective 6:** Strengthen the relationship between Arcadia and the surrounding community to promote mutual benefits and understanding.
THEME 4: Improving the University’s Resources, Financial Processes and Infrastructure

**Strategic Goal:** Develop mission-driven resource allocation, planning and fiscal management practices that: ensure financial viability; enable faculty and staff participation in decision-making; generate diversified revenue streams; and address facilities, technology and other infrastructure needs.

**Objective 1:** Improve budgeting and financial reporting to align resource allocation with the strategic goals of the University in a transparent, collaborative manner.

**Objective 2:** Analyze the benefits and costs of academic and administrative units and initiatives. Determine specific areas for generating efficiencies and improving effectiveness to inform strategic and operational decision-making.

**Objective 3:** Update the Campus Master Plan and generate a multi-year capital budget for improvements to academic facilities, living and dining facilities, and athletic and recreational spaces.

**Objective 4:** Enhance the learning and technological infrastructure required for a vibrant academic environment and student life.

**Objective 5:** Explore revenue sharing opportunities that will encourage innovation.

**Objective 6:** Strengthen existing human resource management practices to maximize the collegiality, effectiveness and efficiency of the University’s employees.

**Objective 7:** Increase restricted and unrestricted annual giving and participation rates.

**Objective 8:** Develop fund raising campaigns that prioritize needs and identify where the strategic direction of the University intersects with donors’ interests.

**Objective 9:** Decrease tuition dependency by increasing alternative revenue sources.

**Objective 10:** Undertake a collaborative planning process to determine the optimal size for Arcadia University regarding domestic campuses, centers abroad and online presence.

**Objective 11:** Establish criteria for evaluating capital projects and major expenditures.
**THEME 5: Committing to Institutional Diversity and Global Engagement**

**Strategic Goal:** Build upon our distinction in international education and embrace a multilayered understanding of diversity that acknowledges the traditional definitions of race, class, gender, religion, and sexual orientation and goes further to fully appreciate each individual’s personal dimensions and identities.

**Objective 1:** Evaluate and understand the opportunities and challenges of a comprehensive approach to diversity and implement the support, changes, and programs required for success.

**Objective 2:** Enhance plans to recruit, support, and graduate an increasingly diverse student population.

**Objective 3:** Extend and enrich faculty and staff professional development and training to support the continued growth and success of an increasingly diverse student population.

**Objective 4:** Hire, support, and retain a diverse and globally-aware population of faculty and staff while promoting varied intellectual perspectives.

**Objective 5:** Promote, increase access to, and strengthen the links among existing and new cross-cultural experiences in curricular and co-curricular settings in order to better connect the global Arcadia University community.

**Objective 6:** Develop and implement a campus-wide strategy that deepens existing relationships and establishes new programs with global education partners—with intentional focus on broadening opportunities for students in all degree programs.

**Objective 7:** Identify connections and assist faculty in the intentional infusion of diverse global content into courses, academic programs, and student experiences.
THE IMPLEMENTATION
OF THE PLAN

This Strategic Plan establishes the guiding principles and overall direction of the University for the next five years. However, important work and difficult decisions lie ahead as the University units and departments create implementation plans and priorities to reach the goals of the plan and advance Arcadia to its next level of excellence.

1. Developing an implementation plan is the responsibility of each unit leader.

2. Consistent with the spirit of the University strategic plan, an implementation plan developed through an inclusive and transparent process is always superior to one that is not.

3. The implementation plan process will identify actions necessary to fulfill strategic objectives that are relevant to each individual unit and the university.

4. The process will identify officials responsible for each action and define the resources needed to carry out the action.

5. Resources available will determine the timeline for implementation; hence, the implementation plan becomes the basis of prioritizing agenda for the unit.

6. Each unit will identify measures or indicators of success and when these indicators will be demonstrated.

7. Progress made in accomplishing the goals and objectives of the Strategic Plan and unit implementation plans will be monitored on an ongoing basis, documented in annual reports and reported to campus community.