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## **Strategic Plan 2015-2020**

Continuing the Legacy

## Introduction

1. Distinguish Caldwell as a Catholic University of choice
  - 1.1 Provide transformative education building on Catholic Dominican traditions rooted in liberal arts.
  - 1.2 Provide services and an environment that will ensure academic success.
  - 1.3 Develop, articulate, and promote Caldwell's Value Proposition.
  - 1.4 Maximize adult undergraduate and graduate student enrollment.
  
2. Ensure the sustainability of Caldwell University
  - 2.1 Optimize the use of space on campus and expand ownership of campus land and buildings.
  - 2.2 Ensure the responsible fiscal management and overall compliance of the institution.
  
3. Foster an inclusive, vibrant, and nurturing university environment for all
  - 3.1 Offer services that support student retention and persistence.
  - 3.2 Recruit and retain faculty and staff who advance the University mission.

Key: Agents of Responsibility

AVPAA	Associate Vice President for Academic Affairs
ADBD	Associate Dean Business Division
ADED	Associate Dean Education Division
APSP	Assistant to the President for Special Projects
AVPDA	Assistant Vice President and Director, Athletics
AVPDAA	Assistant Vice President for Development and Alumni Affairs
AVPEM	Associate Vice President Enrollment Management
BOT	Board of Trustees
Cabinet	President and Vice Presidents
CFD	Faculty Development Chair
Chair CC	Chair Core Committee
Chair OC	Chair Online Committee
CIO	Chief Information Officer
DA	Director Assessment
DAA	Director Academic Assessment
DASC	Director Academic Success Center
DAS	Director of Advising Services
DCS	Director of Counseling Services
DGS	Director of Graduate Studies
DHR	Director Human Resources
DHS	Director of Health Services
DOE	Director Online Education
DRL	Director Residence Life
DSE	Director Student Engagement
DSMWS	Director Social Media and Web Strategy
DUR	Director of Undergraduate Recruitment
IDJL	Interim Director, Jennings Library
FC	Faculty Council
FLC	Faculty Liaison Committee
PRESIDENT	President

SHRG	Senior Human Resources Generalist
URDIR	University Registrar/Director of Institutional Research
VPAA	Vice President for Academic Affairs
VPDAA	Vice President Development and Alumni Affairs
VPFA	Vice President Finance and Administration
VPIE	Vice President for Institutional Effectiveness
VPSL	Vice President for Student Life
VPEM	Vice President for Enrollment Management

## **G1 Catholic Univ of Choice Distinguish Caldwell as a Catholic University of Choice**

### **1.1 Provide Transformative Ed Provide transformative education to students building on Catholic Dominican traditions rooted in the liberal arts**

#### **1.1.1 New academic programs Continue to develop and implement plan for new academic programs**

##### **1 Tactic**

Continue to develop and implement plan for new academic programs

##### **1.1 Agents of Responsibility for Tactic**

VPAA, Chairs and Deans

##### **1.2 Lead Agent for Tactic**

VPAA

##### **1.3 Year-End Progress on Tactic**

#### **1.1.2 Reverse articulation**

##### **1 Tactic**

Explore reverse articulation agreements per NJ state priorities for higher education

##### **1.1 Agents of Responsibility for Tactic**

URDIR

##### **1.2 Lead Agent for Tactic**

URDIR

##### **1.3 Year-End Progress on Tactic**

#### **1.1.3 Restructuring of academic departments**

##### **1 Tactic**

Finalize plan to restructure academic departments into schools or college under deans

##### **1.1 Agents of Responsibility for Tactic**

Cabinet, VPAA

##### **1.2 Lead Agent for Tactic**

VPAA

##### **1.3 Year-End Progress on Tactic**

#### **1.1.4 International experiences**

##### **1 Tactic**

Develop a plan for opportunities for international experiences

##### **1.1 Agents of Responsibility for Tactic**

VPAA

##### **1.2 Lead Agent for Tactic**

VPAA

##### **1.3 Year-End Progress on Tactic**

#### **1.1.5 Dominican 800-yr anniversary**

##### **1 Tactic**

Develop plan and begin to celebrate Dominican 800-year anniversary in spring of 2016 with full schedule of events

##### **1.1 Agents of Responsibility for Tactic**

APSP

### **1.2 Lead Agent for Tactic**

APSP

### **1.3 Year-End Progress on Tactic**

## **1.1.6 NSSE**

### **1 Tactic**

Expand academic assessment to include NSSE, CIC, and MPI data and develop plan to improve teaching and learning

#### **1.1 Agents of Responsibility for Tactic**

DA, DAA

#### **1.2 Lead Agent for Tactic**

DA

#### **1.3 Year-End Progress on Tactic**

## **1.1.7 Fully Online Programs**

### **1 Tactic**

Assess existing fully online programs and consider expansion

#### **1.1 Agents of Responsibility for Tactic**

COC, DOE, VPAA

#### **1.2 Lead Agent for Tactic**

DOE

#### **1.3 Year-End Progress on Tactic**

## **1.1.8 Student Research Opportunities**

### **1 Tactic**

Identify current student research opportunities including a review of policies and procedures and develop plan

#### **1.1 Agents of Responsibility for Tactic**

DGS, DSP

#### **1.2 Lead Agent for Tactic**

DGS

#### **1.3 Year-End Progress on Tactic**

## **1.1.9 Graduate Assistantship Opportunities**

### **1 Tactic**

Assess and revise plan for graduate assistant opportunities and available resources

#### **1.1 Agents of Responsibility for Tactic**

Cabinet, VPAA, DGS

#### **1.2 Lead Agent for Tactic**

DGS

#### **1.3 Year-End Progress on Tactic**

## **1.1.10 Academic Program Review**

### **1 Tactic**

Review internal academic program review process with particular focus on departments that do not have program-specific accreditations including revision of cycle

**1.1 Agents of Responsibility for Tactic**

VPAA

**1.2 Lead Agent for Tactic**

VPAA

**1.3 Year-End Progress on Tactic****1.1.11 Articulation Agreements and External Partnerships****1 Tactic**

Conduct comprehensive review of the effectiveness of all articulation agreements and external partnerships

**1.1 Agents of Responsibility for Tactic**

APSP

**1.2 Lead Agent for Tactic**

APSP

**1.3 Year-End Progress on Tactic****1.2 Ensure Academic Success Provide services and an environment that will ensure academic success****1.2.1 Comprehensive classroom upgrades****1 Tactic**

Finalize multi-year plan for comprehensive classroom upgrades

**1.1 Agents of Responsibility for Tactic**

VPIE, VPAA

**1.2 Lead Agent for Tactic**

VPIE

**1.3 Year-End Progress on Tactic****1.2.2 Learning Commons****1 Tactic**

Launch integrated approach to academic success through the Learning Commons in collaboration with the Academic Success Center and use of academic technology

**1.1 Agents of Responsibility for Tactic**

IDJL, DASC

**1.2 Lead Agent for Tactic**

DASC

**1.3 Year-End Progress on Tactic****1.2.3 Enriched Core****1 Tactic**

Ensure access to required and elective enriched core courses

**1.1 Agents of Responsibility for Tactic**

VPAA, Chair Core Committee, URDIR

**1.2 Lead Agent for Tactic**

CCC

**1.3 Year-End Progress on Tactic**

## 1.2.4 Degree completion

### 1 Tactic

Develop data-driven plan to improve degree completion rates

#### 1.1 Agents of Responsibility for Tactic

VPAA, DA

#### 1.2 Lead Agent for Tactic

DA

#### 1.3 Year-End Progress on Tactic

## 1.3 Value Proposition Develop, articulate, and promote Caldwell's Value Proposition

### 1.3.1 Central chapel space

#### 1 Tactic

Identify need, space and funding for an inclusive centrally-located chapel/meditation space

#### 1.1 Agents of Responsibility for Tactic

Cabinet

#### 1.2 Lead Agent for Tactic

Cabinet

#### 1.3 Year-End Progress on Tactic

### 1.3.2 CRM software

#### 1 Tactic

Acquire and utilize constituent relationship management (CRM) software solution to target communications and recruitment of prospective students

#### 1.1 Agents of Responsibility for Tactic

AVPEM

#### 1.2 Lead Agent for Tactic

AVPEM

#### 1.3 Year-End Progress on Tactic

### 1.3.3 Responsive Web Design

#### 1 Tactic

Implement mobile device responsive web design

#### 1.1 Agents of Responsibility for Tactic

DSMWS

#### 1.2 Lead Agent for Tactic

DSMWS

#### 1.3 Year-End Progress on Tactic

### 1.3.4 Virtualization

#### 1 Tactic

Begin implementation of multi-year plan for virtualization of labs, classrooms and offices

#### 1.1 Agents of Responsibility for Tactic

CIO

#### 1.2 Lead Agent for Tactic

CIO

### **1.3 Year-End Progress on Tactic**

#### **1.3.5 Faculty/Staff Value Proposition**

##### **1 Tactic**

Develop and articulate faculty and staff value proposition

##### **1.1 Agents of Responsibility for Tactic**

DHR

##### **1.2 Lead Agent for Tactic**

DHR

##### **1.3 Year-End Progress on Tactic**

#### **1.3.6 Mission engagement measurement**

##### **1 Tactic**

Gather data from NSSE/MPI/CHERC to determine level of mission engagement and institutional effectiveness to assist in the development of the value proposition for students

##### **1.1 Agents of Responsibility for Tactic**

VPSL, DA

##### **1.2 Lead Agent for Tactic**

DA

##### **1.3 Year-End Progress on Tactic**

#### **1.3.7 Events for external audiences**

##### **1 Tactic**

Develop and market programs and events that will attract an external audience that includes members of the community, donors, etc.

##### **1.1 Agents of Responsibility for Tactic**

VPDAA

##### **1.2 Lead Agent for Tactic**

VPDAA

##### **1.3 Year-End Progress on Tactic**

#### **1.3.8 Measurement of effectiveness of events**

##### **1 Tactic**

Develop metrics and assess effectiveness of programs and events

##### **1.1 Agents of Responsibility for Tactic**

VPDAA

##### **1.2 Lead Agent for Tactic**

VPDAA

##### **1.3 Year-End Progress on Tactic**

#### **1.3.9 Inclusive Excellence**

##### **1 Tactic**

Implement plan for Inclusive Excellence

##### **1.1 Agents of Responsibility for Tactic**



DHR, D & I Committee

## **1.2 Lead Agent for Tactic**

DHR

## **1.3 Year-End Progress on Tactic**

### **1.3.10 Assessment software**

#### **1 Tactic**

Ensure efficient collection of data and maximize use of assessment results through implementation of Xitracs assessment software

#### **1.1 Agents of Responsibility for Tactic**

DA

#### **1.2 Lead Agent for Tactic**

DA

#### **1.3 Year-End Progress on Tactic**

### **1.3.11 Graduate outcomes collection**

#### **1 Tactic**

Improve data collection efforts to demonstrate graduate outcomes

#### **1.1 Agents of Responsibility for Tactic**

Task Force, DA, URDIR

#### **1.2 Lead Agent for Tactic**

DA

#### **1.3 Year-End Progress on Tactic**

## **1.4 Maximize Adult Enrollment Maximize adult undergraduate and graduate student enrollment**

### **1.4.1 Market potential for adult undergraduates**

#### **1 Tactic**

Determine market potential for recruitment of adult undergraduate students

#### **1.1 Agents of Responsibility for Tactic**

VPAA

#### **1.2 Lead Agent for Tactic**

VPAA

#### **1.3 Year-End Progress on Tactic**

### **1.4.2 Programs/services for adult undergraduates**

#### **1 Tactic**

Assess university programs, services and tuition and fees for adult undergraduate population

#### **1.1 Agents of Responsibility for Tactic**

Cabinet

#### **1.2 Lead Agent for Tactic**

Cabinet

#### **1.3 Year-End Progress on Tactic**

### **1.4.3 Enrollment/retention of Graduate students**

#### **1 Tactic**

Refine strategies to increase enrollment and retention of graduate students for new and existing programs

**1.1 Agents of Responsibility for Tactic**

VPAA, VPEM

**1.2 Lead Agent for Tactic**

VPAA

**1.3 Year-End Progress on Tactic**

## **G2 Sustainability Ensure the Sustainability of Caldwell University**

### **2.1 Optimization and Ownership Optimize the use of space on campus and expand ownership of campus land and buildings**

#### **2.1.1 Additional space options**

##### **1 Tactic**

Explore options for additional instructional, residence and office space

##### **1.1 Agents of Responsibility for Tactic**

Cabinet

##### **1.2 Lead Agent for Tactic**

Cabinet

##### **1.3 Year-End Progress on Tactic**

#### **2.1.2 Determine capacity**

##### **1 Tactic**

Begin to determine physical capacity of the current campus for future growth e.g. second floor over the student center

##### **1.1 Agents of Responsibility for Tactic**

Cabinet, VPFA

##### **1.2 Lead Agent for Tactic**

VPFA

##### **1.3 Year-End Progress on Tactic**

#### **2.1.3 Purchase of Administration building**

##### **1 Tactic**

Finalize plan to purchase the administration building from SSD in partnership with MSD and make initial down payment

##### **1.1 Agents of Responsibility for Tactic**

President

##### **1.2 Lead Agent for Tactic**

President

##### **1.3 Year-End Progress on Tactic**

#### **2.1.4 Purchase of other properties**

##### **1 Tactic**

Develop plan and timeline for purchase of the athletic field, roadway, parking lot and other property from SSD

##### **1.1 Agents of Responsibility for Tactic**

President, Cabinet

##### **1.2 Lead Agent for Tactic**

President

##### **1.3 Year-End Progress on Tactic**

#### **2.1.5 Art and Art Therapy facilities**

##### **1 Tactic**

Consider plan for renovation of art and art therapy classrooms and studios

##### **1.1 Agents of Responsibility for Tactic**

VPFA, VPAA

### **1.2 Lead Agent for Tactic**

VPFA

### **1.3 Year-End Progress on Tactic**

## **2.1.6 Sustainability**

### **1 Tactic**

Further facilities and environmental sustainability efforts through sustainability sub-committee of SPC in collaboration with faculty and students

#### **1.1 Agents of Responsibility for Tactic**

VPFA

#### **1.2 Lead Agent for Tactic**

VPFA

#### **1.3 Year-End Progress on Tactic**

## **2.2 Fiscal Mgt and Compliance Ensure the responsible fiscal stability and overall compliance of the institution**

### **2.2.1 Comprehensive Campaign**

#### **1 Tactic**

Launch silent phase of comprehensive campaign

#### **1.1 Agents of Responsibility for Tactic**

President, VPDAA

#### **1.2 Lead Agent for Tactic**

VPDAA

#### **1.3 Year-End Progress on Tactic**

### **2.2.2 Staffing levels**

#### **1 Tactic**

Assess staffing levels and human resource needs across university

#### **1.1 Agents of Responsibility for Tactic**

Cabinet

#### **1.2 Lead Agent for Tactic**

VPIE

#### **1.3 Year-End Progress on Tactic**

### **2.2.3 Risk management**

#### **1 Tactic**

Address identified risks from external risk assessment

#### **1.1 Agents of Responsibility for Tactic**

Cabinet

#### **1.2 Lead Agent for Tactic**

VPIE

#### **1.3 Year-End Progress on Tactic**

### **2.2.4 Initiatives to lessen tuition dependence**

**1 Tactic**

Continue to identify and peruse ways to lessen tuition dependence through increased diversification of courses of revenue

**1.1 Agents of Responsibility for Tactic**

Cabinet

**1.2 Lead Agent for Tactic**

Cabinet

**1.3 Year-End Progress on Tactic**

**2.2.5 Freshmen discount rate**

**1 Tactic**

Monitor freshmen discount rate to ensure incoming traditional students continue to contribute positively to the university's net tuition revenue

**1.1 Agents of Responsibility for Tactic**

VPEM

**1.2 Lead Agent for Tactic**

VPEM

**1.3 Year-End Progress on Tactic**

### **G3 Environment for All Foster an Inclusive, Vibrant, and Nurturing University Environment for All**

#### **3.1 Retention and Persistence Offer services that support student retention and persistence**

##### **3.1.1 Wellness Center**

###### **1 Tactic**

Establish a Wellness Center on campus and assess wellness needs using data to support activities

###### **1.1 Agents of Responsibility for Tactic**

DHS, DCS

###### **1.2 Lead Agent for Tactic**

DCS

###### **1.3 Year-End Progress on Tactic**

##### **3.1.2 Student Engagement Planning**

###### **1 Tactic**

Broaden involvement of campus community in planning and developing student programming from the office of student engagement

###### **1.1 Agents of Responsibility for Tactic**

DSE

###### **1.2 Lead Agent for Tactic**

DSE

###### **1.3 Year-End Progress on Tactic**

##### **3.1.3 Co-Curricular partnerships**

###### **1 Tactic**

Explore opportunities and develop plan for co-curricular partnerships between academics and student life

###### **1.1 Agents of Responsibility for Tactic**

VPAA, VPSL

###### **1.2 Lead Agent for Tactic**

VPAA

###### **1.3 Year-End Progress on Tactic**

##### **3.1.4 Restructuring of retention initiatives**

###### **1 Tactic**

Transform retention plan to a holistic proactive model with assigned agents of responsibility

###### **1.1 Agents of Responsibility for Tactic**

VPAA, VPSL

###### **1.2 Lead Agent for Tactic**

VPSL

###### **1.3 Year-End Progress on Tactic**

##### **3.1.5 Retention of residents**

###### **1 Tactic**

Develop data-driven plan to improve resident retention

###### **1.1 Agents of Responsibility for Tactic**

DRL

### **1.2 Lead Agent for Tactic**

DRL

### **1.3 Year-End Progress on Tactic**

## **3.1.6 International student recruitment/retention**

### **1 Tactic**

Finalize inclusive strategy for recruitment and retention of international students including identifying new territories and securing funding

#### **1.1 Agents of Responsibility for Tactic**

AVPEM, DUR

#### **1.2 Lead Agent for Tactic**

AVPEM

#### **1.3 Year-End Progress on Tactic**

## **3.1.7 Athletic experience**

### **1 Tactic**

Develop plan to improve overall athletic experience through multi-year strategy to upgrade facilities and provide additional scholarship opportunities for athletes

#### **1.1 Agents of Responsibility for Tactic**

AVPDA

#### **1.2 Lead Agent for Tactic**

AVPDA

#### **1.3 Year-End Progress on Tactic**

## **3.1.8 One-stop-shop**

### **1 Tactic**

Open newly-designed OSS services

#### **1.1 Agents of Responsibility for Tactic**

VPFA, VPAA, VPEM

#### **1.2 Lead Agent for Tactic**

Cabinet

#### **1.3 Year-End Progress on Tactic**

## **3.1.9 Services for underprepared students**

### **1 Tactic**

Conduct holistic analysis of programs and services for underprepared and ESL students and develop strategies for improving them

#### **1.1 Agents of Responsibility for Tactic**

DASC

#### **1.2 Lead Agent for Tactic**

DASC

#### **1.3 Year-End Progress on Tactic**

## **3.1.10 Adult student experience**

### **1 Tactic**

Develop data-driven plan to improve overall adult-student experience

**1.1 Agents of Responsibility for Tactic**

VPAA, VPSL

**1.2 Lead Agent for Tactic**

VPAA

**1.3 Year-End Progress on Tactic**

**3.1.11 Parent outreach**

**1 Tactic**

Explore opportunities to form a parent group

**1.1 Agents of Responsibility for Tactic**

VPSL, VPAA

**1.2 Lead Agent for Tactic**

VPSL

**1.3 Year-End Progress on Tactic**

**3.2 Recruit/Ret Faculty/Staff Recruit and retain faculty and staff who advance the university mission**

**3.2.1 Faculty salary structure**

**1 Tactic**

Work with faculty to finalize a salary structure

**1.1 Agents of Responsibility for Tactic**

Cabinet, FLC

**1.2 Lead Agent for Tactic**

Cabinet

**1.3 Year-End Progress on Tactic**

**3.2.2 Employee satisfaction**

**1 Tactic**

Conduct employee satisfaction survey

**1.1 Agents of Responsibility for Tactic**

DHR, DA

**1.2 Lead Agent for Tactic**

DHR

**1.3 Year-End Progress on Tactic**

**3.2.3 Core values reinforcement**

**1 Tactic**

Develop plan for initiatives to reinforce our core values

**1.1 Agents of Responsibility for Tactic**

VPIE, DHR, CFD

**1.2 Lead Agent for Tactic**

VPIE

**1.3 Year-End Progress on Tactic**

**3.2.4 Faculty development**



**1 Tactic**

Implement 5 year plan for faculty development aligned with new strategic plan

**1.1 Agents of Responsibility for Tactic**

CFD

**1.2 Lead Agent for Tactic**

CFD

**1.3 Year-End Progress on Tactic****3.2.5 Adjunct faculty inclusion****1 Tactic**

Implement strategies for better integration of adjuncts into the campus community and expand communication and professional development opportunities to adjunct faculty

**1.1 Agents of Responsibility for Tactic**

CFD

**1.2 Lead Agent for Tactic**

CFD

**1.3 Year-End Progress on Tactic****3.2.6 Faculty evaluation and feedback****1 Tactic**

Conduct meaningful review and pursue ways to improve the consistency and efficiency of faculty evaluation and feedback

**1.1 Agents of Responsibility for Tactic**

VPAA, FC

**1.2 Lead Agent for Tactic**

VPAA

**1.3 Year-End Progress on Tactic****3.2.7 Communication on Campus****1 Tactic**

Ensure optimum level of communication between and among all members of the campus community using data from employee satisfaction survey to monitor efficiency of initiatives

**1.1 Agents of Responsibility for Tactic**

President

**1.2 Lead Agent for Tactic**

President

**1.3 Year-End Progress on Tactic**