

## **Mission Statement**

**Roosevelt University** aspires to be a national leader in educating socially conscious citizens for active and dedicated lives as leaders in their professions and their communities.

The University's student-centered faculty and staff inspire academically qualified students from diverse backgrounds and all ages to benefit from rigorous higher education and professional development opportunities in the dynamic Chicago metropolitan environment.

Deeply rooted in practical scholarship and principles of social justice expressed as ethical awareness, leadership development, economic progress and civic engagement, Roosevelt University encourages community partnerships and prepares its diverse graduates for responsible citizenship in a global society.

## **Vision Statement**

**Roosevelt University** will recruit, retain and graduate a diverse population of students who are academically prepared to benefit from the University experience and to become responsible citizens in a global society.

Roosevelt University will attract, develop, and retain dedicated, excellent teachers, scholars, artists and professionals from diverse backgrounds whose work gives them visibility beyond the classroom and who are committed to making a significant difference in the lives of their students and the community.

Roosevelt University will earn national recognition for its distinctive metropolitan focus and its rigorous, innovative curricula in the liberal arts and sciences, the performing arts, and select professional degree programs.

Roosevelt University will foster and support a visible network of action-oriented learning experiences for students and alumni as part of its historic commitment to social justice.

Roosevelt University will be a vibrant living and learning community both during the day and in the evening, and will link the academic and service resources of its multiple locations through the effective use of personnel, facilities and state-of-the-art technology.

Roosevelt University will act as a catalyst in the community through strategic alliances.

## 2003 Strategic Plan

| <b>Goal 1</b>                   |  |
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| <b>Focus on Student Success</b> |  |
| <b>objective</b>                |  |
| <b>1.1</b>                      | <b>Foster a climate of intellectual expectation and achievement.</b>   |
| <b>1.2</b>                      | <b>Maintain a diverse student body, reflecting Roosevelt's historic commitment to highly motivated students regardless of their age, gender, sexual orientation, disability, socioeconomic class, ethnicity, or cultural background.</b> |
| <b>1.3</b>                      | <b>Recruit and retain academically qualified students who will benefit from Roosevelt's culture and its intellectually challenging environment.</b>  |
| <b>1.4</b>                      | <b>Develop a faculty, staff, and alumni culture that embodies the belief that recruitment, retention, and student success are everyone's responsibility.</b>   |
| <b>1.5</b>                      | <b>Expand, in partnership with other educational institutions, alternative and effective developmental education opportunities for under-prepared students so their subsequent matriculation at Roosevelt can be successful.</b>         |
| <b>1.6</b>                      | <b>Provide professional development opportunities for faculty and staff to utilize the heterogeneity of the student body to enhance student success.</b>   |
| <b>1.7</b>                      | <b>Promote meaningful student-faculty interaction in and out of the classroom.</b>   |
| <b>1.8</b>                      | <b>Maintain and develop programs and partnerships that meet the co-curricular needs of both residential and commuter student populations.</b>  |
| <b>1.9</b>                      | <b>Strengthen academic support services including career services, advising, and online and print library and learning services.</b>   |
| <b>1.10</b>                     | <b>Offer more merit-based financial aid to targeted student cohorts.</b>   |
| <b>1.11</b>                     | <b>Continue to develop and improve procedures to assess the achievement of Roosevelt students and graduates.</b>   |
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| <b>Goal 2</b><br><b>Attain National Recognition for High Quality Academic Programs</b> |  |
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| <b>objective</b>   |  |
| <b>2.1</b>   | <b>Recruit and retain innovative, dedicated, and talented teachers, scholars, artists, and other professionals from diverse backgrounds whose work gives them visibility beyond the classroom and who can lead major programmatic improvement initiatives.</b> |
| <b>2.2</b>   | <b>Support faculty professional development in teaching, scholarship, and creative work.</b>   |
| <b>2.3</b>   | <b>Communicate performance expectations and accountability for job descriptions and provide uniform, constructive evaluation of faculty and staff.</b>   |
| <b>2.4</b>   | <b>Implement a systematic program review process that both fosters programs of distinction, rigor, and global reach, and enhances the pedagogy that contributes to successful student outcomes.</b>  |
| <b>2.5</b>   | <b>Assess the role and contribution of post-baccalaureate education in the University and assure effective leadership of graduate and professional degree programs.</b>  |
| <b>2.6</b>   | <b>Expand the Honors Program to provide undergraduate honors sequences in all colleges.</b>  |
| <b>2.7</b>   | <b>Develop a common set of undergraduate curricular and extra-curricular experiences across the colleges.</b>  |
| <b>2.8</b>   | <b>Create, support, and promote Centers of Excellence within each college.</b>   |
| <b>2.9</b>   | <b>Assure the continuous use of technology to enhance learning and scholarship</b>   |
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| <b>Goal 3</b>   |  |
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| <b>Express the University's Historic Commitment to Social Justice Through Academic Program Development and Civic Engagement</b> |  |
| <b>objective</b>  |  |
| <b>3.1</b>  | <b>Coordinate and implement curricular changes and graduation requirements to make social justice integral to the Roosevelt experience both in and out of the classroom.</b> |
| <b>3.2</b>  | <b>Recruit and retain a more diverse faculty, staff, and administration.</b>   |
| <b>3.3</b>  | <b>Use existing and future institutes and centers to develop interdisciplinary scholarship and teaching focused on social justice issues.</b>                                |
| <b>3.4</b>  | <b>Improve linkages between University and the community connections of the faculty and staff.</b>   |
| <b>3.5</b>  | <b>Strengthen outreach to and programs for distinctive ethnic and cultural communities.</b>  |
| <b>3.6</b>  | <b>Become an economic, social, and cultural catalyst for Roosevelt's surrounding communities through academic and civic partnerships.</b>                                    |
| <b>3.7</b>  | <b>Expand laddered learning opportunities, such as two-plus-two bachelor's degree completion programs at selected community colleges.</b>                                    |
| <b>3.8</b>  | <b>Expand programming for RU Online.</b>   |
| <b>3.9</b>  | <b>Revitalize existing or develop new advisory boards for programs and colleges.</b>   |
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| <b>Goal 4</b>  |  |
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| <b>Embrace a Multi-Campus Environment Within a Single University</b> |  |
| <b>objective</b>   |  |
| <b>4.1</b>   | <b>Develop an effective structure and governance for multi-campus operations.</b>  |
| <b>4.2</b>   | <b>Schedule faculty and staff among locations to improve efficiency and better serve students.</b>   |
| <b>4.3</b>   | <b>Identify and market distinctive programs at appropriate sites by assessing which programs can be optimally offered exclusively at one location or one time and which can be offered efficiently at multiple locations and/or times and/or online.</b> |
| <b>4.4</b>   | <b>Improve physical and electronic communications and connections to support activities in a multi-site environment.</b>   |
| <b>4.5</b>   | <b>Expand distance learning content and delivery capability.</b>   |
| <b>4.6</b>   | <b>Provide faculty, staff, and students with a state-of-the-art computer and network environment, including smart buildings, mobile equipment, and anytime/anywhere high-speed access to the Internet.</b>   |
| <b>4.7</b>   | <b>Support first-rate student life and learning services and faculty support programs that are responsive to a site's needs, but without unnecessary duplication.</b>  |
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| <b>Goal 5<br/>Maintain the University's Commitment to<br/>Financial Sustainability</b> |  |
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| <b>objective</b>   |  |
| <b>5.1</b>   | <b>Develop a University-wide, multi-year financial plan that assures long-term financial strength for all programs.</b>  |
| <b>5.2</b>   | <b>Engage in systematic long-term investments for future needs and entrepreneurial programs.</b>   |
| <b>5.3</b>   | <b>Increase fundraising capacity to generate additional philanthropy.</b>  |
| <b>5.4</b>   | <b>Strengthen the capability to compete for and execute sponsored research initiatives.</b>  |
| <b>5.5</b>   | <b>Focus resources on sustainable academic programs and curtail or repackage those that are not sustainable.</b>   |
| <b>5.6</b>   | <b>Utilize differential tuition pricing among colleges and cohorts.</b>  |
| <b>5.7</b>   | <b>Maximize in time and in space the use of the University's physical and online assets.</b>   |
| <b>5.8</b>   | <b>Review tuition-discounting practices and leverage financial aid more effectively.</b>   |
| <b>5.9</b>   | <b>Attract sufficient numbers of traditional-age students to maintain full occupancy both in the new University Center of Chicago and in the Herman Crown Center, and assess future residential potential for the Schaumburg campus.</b> |
| <b>5.10</b>  | <b>Implement best practice and state-of-the-art technology solutions to make more efficient the delivery of student and financial services.</b>  |
| <b>5.11</b>  | <b>Develop strategic alliances and partnerships to effect economies of scale and efficiencies in operation.</b>  |
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| <b>Goal 6</b><br><b>Create an Overall Image and Reputation</b><br><b>of Distinguished Quality</b> |   |
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| <b>objective</b>  |   |
| <b>6.1</b>  | <b>Stress image and reputation both internally and externally, maximizing the value of the association of the Roosevelt name with social justice and academic excellence.</b>                           |
| <b>6.2</b>  | <b>Establish and uniformly apply visual consistency across the University.</b>  |
| <b>6.3</b>  | <b>Create and execute carefully integrated external public relations and marketing efforts, including opportunities to co-market with complementary organizations.</b>                                  |
| <b>6.4</b>  | <b>Continuously improve and encourage the use of the University's website.</b>  |
| <b>6.5</b>  | <b>Establish a consistent facilities repair and improvement program.</b>  |
| <b>6.6</b>  | <b>Promote the distinctive qualities of each campus location.</b>   |
| <b>6.7</b>  | <b>Develop and execute specific regional, then national and international recruitment plans for targeted student markets, considering both campus-based and online delivery.</b>                        |
| <b>6.8</b>  | <b>Recruit, retain, and graduate more full-time, traditional-age students while promoting the record of success with adult students.</b>  |
| <b>6.9</b>  | <b>Publicize widely the achievements of students, faculty, and alumni.</b>  |
| <b>6.10</b>   | <b>Increase Roosevelt's visibility in the academic, artistic, and professional communities by supporting the publications, presentations, and professional service of faculty, staff, and students.</b> |
| <b>6.11</b>   | <b>Encourage and acknowledge the efforts of employees and alumni to communicate and model Roosevelt's mission and vision.</b>   |
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| <b>Goal 7<br/>Strengthen the University's Life-Long<br/>Commitment to its Alumni</b> |  |
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| <b>objective</b>   |  |
| <b>7.1</b>   | <b>Develop a strategic, integrated alumni communications program, including print, online, and in person.</b>  |
| <b>7.2</b>   | <b>Develop career services both for those with work experience and for those new to the work force, and make them available to alumni as well as undergraduate and graduate students.</b>    |
| <b>7.3</b>   | <b>Re-engage the powerful alumni network for intergenerational contacts, both alumni-to-alumni and alumni-to-students, and as University ambassador and recruiters.</b>                      |
| <b>7.4</b>   | <b>Develop regional alumni chapters and additional specific alumni benefits, such as career networking and social and cultural events.</b>   |
| <b>7.5</b>   | <b>Nurture relationships with alumni with corporate and nonprofit connections.</b>   |
| <b>7.6</b>   | <b>Promote to alumni the University's continuing education programs at all levels, including, in addition to academic offerings, personal enrichment and professional licensing courses.</b> |
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