

# **Canisius College Strategic Plan 2023-2029**

The following strategic plan was developed using a variety of sources of available institutional data, two forums, and multiple surveys. It is important to note that while this is our institutional plan, we expect that there will be unit plans (e.g., Racial Equity, Mission and Identity, individual schools) that will dovetail into this plan to achieve our goals. We also note that several key outcomes are expected from this plan, although they are not explicitly mentioned like increased student enrollment; increased student retention; increased student, faculty, and staff morale; and financial stability.

## **Academic Excellence & Innovation**

- Ensure the curricula meet the needs of our current and future students and strengthen/diversify where needed
  - Increase the number of courses that address different perspectives, experiences, and voices
  - Ensure every undergraduate student has engaged in at least three transformational educational experiences
  - Increase and integrate transformational educational experiences in all academic programs
- Infuse Jesuit values and traditions across the educational experience
  - Support faculty members' opportunities to implement changes to course content, pedagogy, and methods of student evaluation
  - Ensure every degree program addresses ethics and justice in its curriculum
  - Implement changes to academic degree programs to ensure communication and critical thinking skills across the curriculum
- Implement flexible educational programs
  - Expand education opportunities that provide flexibility in format and timing in course delivery
  - Increase options for different pathways to completion of a Canisius degree
- Evaluate, identify, develop, and offer Jesuit-mission-based programs that meet the needs of global marketplace
  - Expand into Allied Health fields
  - Develop adult and continuing education programs (for reskilling, upskilling, and degree completion)

## **Student Success & Engagement**

- Develop appropriate academic and social support networks to meet evolving student needs
  - Evaluate and adjust first-year courses to improve success (retention and persistence)

- Increase the use of existing resources (D2L, iAdvise, GriffAudit, Student Educational Planners) and the mechanisms to track student progress during the semester to facilitate consistent, proactive student advisement
- Evaluate the effectiveness of our software solutions and processes to ensure they are meeting student support needs and make appropriate changes
- Increase the use of academic support services through improved awareness, accessibility, and reduction of barriers
- Increase opportunities to develop resiliency among students
- Enhance opportunities for close student-faculty and student-staff relationships
  - Support research and academic mentorship
  - Recognize and value student-faculty and student-staff mentorship
  - Increase opportunities for student-faculty and student-staff engagement out of class
- Invest in student-centered community spaces
  - Enhance student-centered campus spaces to meet the needs of students (include spaces, resources, and times available)
- Establish structures and opportunities for engagement of all students (different identities, disciplines, levels, and modes [resident vs commuter; in-person vs online])
  - Increase engagement of students in campus community based on common interests and identities
  - Develop a mechanism for graduate students to engage with each other and our campus community
  - Increase engagement of commuters in campus activities
  - Create more interdisciplinary, interdepartmental learning opportunities

### **Campus Culture**

- Increase opportunities for college-community engagement
  - Develop comprehensive calendar of events that is accessible and current
  - Diversify strategies to improve engagement in campus events
  - Increase resources and opportunities for inclusive engagement of students and employees
  - Facilitate increased collaboration among student and employee groups, departments, and divisions in campus events and activities
- Increase awareness and use of resources for student and employee wellbeing and retention
  - Promote, enhance, and encourage participation in employee physical, emotional, mental, and spiritual wellbeing initiatives
  - Promote, enhance, and encourage participation in student physical, emotional, mental, and spiritual wellbeing initiatives
- Foster a campus culture of respect, trust, and cooperation
  - Increase awareness, reduce redundancies, and improve clarity of our communication strategies
  - Update our mission statement, vision statement, and develop values statement through an inclusive process

- Develop and implement initiatives to address faculty and staff morale
- Develop leadership culture across the Institution
  - Create an environment where students, faculty, and staff are empowered to provide new ideas and challenge existing cultural norms
  - Promote a culture of shared decision making and accountability
  - Provide leadership development opportunities across campus

### **Community Connections**

- Elevate institutional identity as convener and engaged member of the local community
  - Increase the visibility of the campus community's programs, opportunities, engagement, and employee expertise
  - Highlight and celebrate stories of student, staff, and faculty successes
  - Support community initiatives that align with our mission and strengths
- Enhance connections with organizations and civic community
  - Broaden strategic partnerships with organizations, businesses, and service providers in East Buffalo
  - Expand our organizational footprint beyond Buffalo in order to increase the number of financially beneficial partnerships, programs, and opportunities
- Increase direct involvement of alumni with current students
  - Increase internship and mentoring opportunities for our students with Canisius alumni
  - Increase alumni direct support for Canisius community events, initiatives, and opportunities

### **Investing in Resources to Achieve Operational Excellence**

- Invest in the appropriate technology to support an innovative and distinctive institution
  - Evaluate existing software and eliminate redundancy
  - Increase utilization of chosen technology for operations and education
- Invest in the physical plant to foster our mission
  - Evaluate, update, and advance existing facilities master plan
  - Evaluate, update, and advance existing sustainability plan
- Invest in educational resources and workforce
  - Document campus processes and review/improve as needed
  - Provide professional development to improve operational efficiency and effectiveness
  - Ensure employee compensation and total rewards program is appropriate to attract and retain people
  - Establish a review process to regularly identify campus policies, procedures, and processes that are not meeting student and family needs and implement changes