

VISION
twenty12

THE PLAN FOR
ACADEMIC ENRICHMENT



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DePaul intends to become one of the finest urban, Catholic universities of the United States. Resolute in its Vincentian mission to make an extraordinary education accessible, DePaul will focus its energies on creating nationally recognized, rigorous programs of study; preparing women and men to be at the forefront of their chosen fields as ethical and socially engaged leaders; and building the financial and operational foundations to make our cherished mission permanent and truly effective.

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FROM THE PRESIDENT

Dear Friends,

Together, we at DePaul have defined an exciting future—to become one of the finest urban, Catholic universities in the United States, widely known for the quality of our work. **We have forged VISION twenty12 knowing that it demands a great deal: hard work, of course, but more importantly, strategic choices, rigorous collaboration and unflinching commitment to mission.** In 2012, we will be academically deeper and financially stronger. We will have solidified our Catholic and Vincentian identity and secured our mission into the future.

Strategic planning is not just an academic exercise at DePaul. The Vision 2006 strategic plan laid the groundwork for aggressive investment in faculty, programs and more than \$300 million in new and upgraded facilities. Enrollment grew dramatically, and DePaul's distinction as the largest Catholic university in the United States enhanced our reputation nationally.

While different in scope from its predecessor, VISION twenty12 is just as ambitious, mapping a flight plan to becoming a university whose energies are focused on creating nationally recognized, academically rigorous programs of study for our students. DePaul is resolute in its Vincentian mission to make an extraordinary education accessible to a diverse student population.

The plan is the product of a collective wisdom produced through countless committee meetings, brainstorming sessions and town hall gatherings attended by a broad cross-section of faculty, staff and students over the course of nearly three years. The plan, which emphasizes academic enrichment, is one that many can say they've helped to craft, and it is one that many will be called upon to implement.

The process of creating a new, unified vision of DePaul's future began in the summer of 2003 at the President's Retreat. In October of 2003, 20 issue teams, the so-called red and blue teams, were appointed to explore 10 themes that emerged from the retreat. The process advanced when a university-wide committee was appointed in the spring of 2004 to distill the team reports into four overarching priorities and seven cross-cutting themes.

Planning took a major leap forward in April of 2005 when a 27-member Strategic Planning Committee was named to help drive the project toward conclusion.

A series of town hall meetings was convened in the fall of 2005 at which faculty, staff and students learned more about the latest draft and its associated metrics and costs. The meetings offered members of the university community yet another opportunity to weigh in with valuable feedback.

Shepherding the plan in its final phase was a dedicated steering committee that consisted of Susanne Dumbleton, dean of the School for New Learning; Helmut Epp, executive vice president for Academic Affairs; and Gerry Mulderig, professor of English.

DePaul's Board of Trustees approved unanimously the plan at its March 4, 2006, meeting. After the vote, Board Chairman John Simon said, "This plan will improve upon what DePaul has done for 108 years. The trustees have embraced a plan that will further enhance the quality of a remarkable institution."

In addition to enriching academic quality, the plan's core goals include: preparing students to be socially responsible leaders, becoming a model of diversity, selectively increasing enrollment, further institutionalizing our Vincentian and Catholic identity and building a financially sound university that will serve generations to come.

The most energizing part of the plan—implementation—now lies ahead of us. Our progress over the course of the six-year plan will be carefully monitored and measured. Your participation is critical if we are to achieve the goals of our plan.

Thank you to the hundreds of individuals—trustees, faculty, administrators, staff and students—who authored this plan. We have exciting days ahead. Your creativity and imagination is vital to our success. Together, we can realize our dream for DePaul.

Sincerely,

Rev. Dennis H. Holtschneider, C.M.

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President

GOAL 1 Enrich academic quality



Increased academic rigor, strategically enhanced curricula and an intensified focus on ethical practices and Catholic theological tradition will drive student learning success as the university continues to tap the city of Chicago to extend classroom learning.

GOAL I ENRICH ACADEMIC QUALITY

- Objective 1a.** Strategically enhance curricula.
- Objective 1b.** Raise the academic rigor and expectations for student learning.
- Objective 1c.** Educate all students for an increasingly globalized world.
- Objective 1d.** Be a model provider for quality distance learning.
- Objective 1e.** Provide opportunities for all students to learn ethical systems and demonstrate ethical practice.
- Objective 1f.** Increase opportunities for the study and exploration of Catholic intellectual and theological tradition and praxis through curricular and co-curricular initiatives.
- Objective 1g.** Engage the City of Chicago to extend classroom learning.
- Objective 1h.** Foster an academic advising environment that supports student learning success.
- Objective 1i.** Support faculty work.
- Objective 1j.** Become the dominant provider within certain markets.
- Objective 1k.** Raise DePaul's academic reputation.
- Objective 1l.** Build new facilities for theatre, music and science; expand and enhance facilities for the College of Law; increase classroom capacity at Lincoln Park and Loop.

GOAL 2 prepare students to be socially responsible future leaders and engaged alumni



At a university noted for its commitment to social justice and civic engagement, students will grow culturally, spiritually and personally into leaders with lifelong connections to their alma mater.

GOAL II PREPARE STUDENTS TO BE SOCIALLY RESPONSIBLE FUTURE LEADERS AND ENGAGED ALUMNI

- Objective 2a.** Expand and develop purposeful co-curricular activities to promote leadership, civic engagement, cultural awareness and personal and spiritual development.
- Objective 2b.** Become a university known for its students' lifelong commitment to social justice and civic engagement.
- Objective 2c.** Become a premier institution known for its student success programs.
- Objective 2d.** Become a leader in providing efficient, user-friendly and integrated student services for all students.
- Objective 2e.** Build strong alumni institutional affinity, pride and lifelong connections.

GOAL 3 be a model of diversity



Long known for its emphasis on the success of first-generation, economically disadvantaged urban students, the university will attain leadership in recruiting and retaining a diverse body of students, faculty and staff.

GOAL III BE A MODEL OF DIVERSITY

- Objective 3a.** Attain leadership in recruitment and support of diverse faculty, staff and senior administrators.
- Objective 3b.** Exceed national norms in recruiting, retaining and graduating a diverse student body, with an emphasis on first generation, economically disadvantaged urban students.
- Objective 3c.** Expand opportunities for the DePaul community to study and practice religious faiths in a pluralistic environment.
- Objective 3d.** Create programming for all constituents of the DePaul community that affirms the central place of diversity in the university's mission and institutional culture.

GOAL 4 selectively increase enrollment



Undergraduate enrollments will grow through a strategic mix of new transfer students and freshmen who will be intellectually challenged in the classroom. Graduate and adult enrollments will be maximized.

GOAL IV SELECTIVELY INCREASE ENROLLMENT

- Objective 4a.** Achieve undergraduate enrollment growth through a balanced strategy of increasing new freshmen and new transfers.
- Objective 4b.** Increase graduate and adult enrollment to capacity, especially in high net revenue programs.
- Objective 4c.** Raise the perception of quality attached to the university's brand.
- Objective 4d.** Increase demand for DePaul's academic programs to ensure DePaul's ability to select its desired enrollment mix.
- Objective 4e.** Exceed national norms in enrolling, retaining and graduating economically disadvantaged students, first generation students and students of color.
- Objective 4f.** Become a nationally recognized leader in the graduation of students of DePaul's profile.
- Objective 4g.** Develop online learning as a high priority strategy for enrollment growth, market expansion and student academic progress.

GOAL 5 strengthen financial position



Financial resources will be strategically and consistently managed to ensure the viability and vitality of the university for generations of students to come.

GOAL V STRENGTHEN FINANCIAL POSITION

- Objective 5a.** Invest in market-responsive academic program development to satisfy the demand of prospective students and thereby fuel strategic enrollment growth.
- Objective 5b.** Manage university financial resources consistent with a disciplined financial plan to ensure the university's long-term financial viability and vitality.
- Objective 5c.** Increase gift income to support student financial aid, academic programs and facilities construction.
- Objective 5d.** Restructure the university's resource allocation system to fund strategic enrollment growth and reward financial performance.

GOAL 6 further institutionalize DePaul's Vincentian and Catholic identity



Charged with maintaining the university's Catholic and Vincentian identity, the board, faculty and staff will foster a learning environment respected for its civic engagement. Business practices fulfilling the needs of faculty and staff will be employed.

GOAL VI FURTHER INSTITUTIONALIZE DEPAUL'S VINCENTIAN AND CATHOLIC IDENTITY

- Objective 6a.** The board, faculty and staff will assume responsibility for the institution's Vincentian and Catholic identity.
- Objective 6b.** Ensure that human resource functions, university business practices and internal communication are responsive to the needs of staff and faculty.
- Objective 6c.** Human Resources will coordinate, expand and assess university-wide training efforts for staff.
- Objective 6d.** Externally, be well-known for civic and community engagement and a commitment to the common good as expressions of our Vincentian, Catholic and urban identity.

