

VISION 2018

Progress at the Midpoint of the Plan

October 2015

GOAL 1: Enhance Academic Quality and Support Educational Innovation

Objective 1a: Focus the entire university community on student learning and success.

Ensure faculty accountability in creating and maintaining an academically challenging environment, consistently high-quality course offerings and teaching excellence.

UNDERWAY.

- New Chair Training provides new department chairs with a solid foundation in leadership, human resource management, fiscal/budget planning and diversity training
- 126 faculty members who completed DOTS achieved a perfect score in the DePaul Internal Quality Matters (QM) review, a nationally recognized rubric to review online and hybrid courses

Adopt revised undergraduate university learning goals and outcomes to reflect national best practice. **COMPLETED SUCCESSFULLY.**

- All learning outcomes for academic and co-curricular programs aligned with new university learning goals and outcomes

Strengthen graduate and professional programs through a focus on assessment of program objectives and student outcomes. **UNDERWAY.**

- All graduate programs have defined program-level learning outcomes for their students. Each graduate program has aligned program learning outcomes with university learning goals and outcomes
- Formal assessment of student learning outcomes in graduate programs has resulted in improvement. Sixty-seven percent of programs reviewed between AY12 and AY14 made changes to the curriculum, a course, or a recommended pedagogy as a result of assessment findings

Enhance and expand learning support services. **UNDERWAY.**

- BlueStar academic advising system implemented and is connecting students to academic support
- Learning Commons opened in Richardson Library, clustering academic assistance resources in a single location

Leverage flexibility in library services and delivery modes to meet changing student needs in information literacy. **UNDERWAY.**

- Phases 1 & 2 of the Richardson Library renovation completed, including provision of technology-enhanced spaces for individual and collaborative work

Improve the effectiveness of academic and career advising. **UNDERWAY.**

- BlueStar combined some existing advising tools into one platform with new functionality and enables advisors across offices to share information more easily. New early alert system implemented

Expand and strengthen programs that focus on critical student transitions, including the first year for freshmen and transfer students, beginning or reentering college for adult students and entrance to major. UNDERWAY.

- Foundations for Success initiative implemented
- 67% of 2013 freshmen finished their first year with a GPA of at least 2.5 having completed 48 or more credit hours (vs. 64% achieving this benchmark before V2018 was launched)
- Radically revised orientation process for new international students, leveraging technology with a D2L-based resource repository and an in-person orientation structured with active learning-based sessions.
- Redesigned transfer student orientation launched, incorporating an online module and a streamlined on-campus component
- Compass Group Program implemented for newly enrolled adult students. Cohorts established to build community and peer support; skills training provided

Increase university retention and graduation rates while addressing gaps in degree completion across racial and ethnic groups. UNDERWAY.

- Met ambitious goals for overall 4- and 6-year graduation rates ahead of schedule
- On-track to meet overall first-year retention goal of 90 percent (currently at 87%)
- Six-year graduation rates for under-represented minority students improved

Strengthen the connections between curricular and co-curricular programs.

- Expanded coordination of efforts to support student success, including appointment of the VP, Student Affairs as a co-chair of the Executive Retention Group
- University Internship Program wrapped a curricular experience around the Global Brigades co-curricular program.

Expand support for high-quality, easy-to-navigate student services, including those that address student wellness and mental health, and special support services and accommodations. UNDERWAY.

- New Office of Health Promotion and Wellness established to better integrate work in areas of sexual health and violence prevention, alcohol and drug prevention, and health promotion
- Numerous health and safety education programs launched: peer health educators and survivor support advocates, bystander intervention, online modules to prevent sexual and relationship violence (Haven) and to promote healthy student behavior vis-à-vis drinking (Alcohol.edu), DePaul After Dark as safe, healthy alternative to Thursday night party behaviors, Take Care DePaul to promote health, wellness and safety
- Broadly representative Sexual Violence and Prevention Working Group reviewed policies and procedures to ensure best practices campus-wide
- Restructured the Title IX compliance function and hired new Title IX Coordinator

- Created Student Success @ DePaul website (go.depaul.edu/success), which provides single location for information on all academic support services

Objective 1b: Build and retain an outstanding, diverse faculty, empowering faculty to realize their potential as teacher-scholars.

Enhance faculty development as teachers. Encourage and reward teaching excellence, curricular improvement and pedagogical innovation. UNDERWAY.

- Launched Scholarship of Teaching and Learning award to provide up to \$2,500 to any faculty or instructional staff member at DePaul to pursue rigorous investigation on teaching and learning and make public their findings in suitable peer-reviewed outlets
- Created Scholarship of Teaching and Learning committee among the Society of Vincent de Paul professors to promote and enhance the scholarship of teaching and learning within DePaul
- Launched two new QIC grant programs, the Collaborative Curriculum Grant and the ePortfolio Grant
- Expanded the Excellence in Teaching Award to all ten colleges

Expand the tools and formal processes to assist faculty in the continuous development and improvement of their teaching skills. UNDERWAY.

- Between Fall 2012 and Spring 2015, 104 faculty, staff, and graduate students enrolled in the Teaching and Learning Certificate program; to date, 42 have completed it
- Between Fall 2012 and Spring 2015, The Teaching Commons offered 23 workshops on various teaching practices. In 2014, the Teaching Commons began offering online workshops
- In 2012, the Teaching Commons added an annual “Fall Forum on Teaching & Learning” to its roster, featuring nationally recognized keynote speakers
- Launched the Mobile Learning project (MoLI) to support faculty in integrating mobile technology into their teaching practice

Recognize and support the role of research, scholarship and creative activity. Sustain internal support and improve university effectiveness in attracting external support for this work. UNDERWAY.

- Office of Research Services reorganized to better support faculty scholarship and to help identify potential funding sources for research. Number of grant proposal submissions to external funding agencies increased from 190 in 2011-12 to 332 in 2013-14
- Implemented a revised Faculty Handbook that clarifies and makes more concrete university-wide criteria for tenure and promotion, including scholarly productivity. Colleges and departments provided the opportunity to revise unit-level criteria and guidelines
- Launched four new URC grants (Provost’s Collaborative Research Fellowship, Collaborative Research Grant, Research Equipment Grant, and NCFDD Faculty Success Grant)

Develop programs to better support part-time faculty. UNDERWAY.

- Newly developed online orientation better integrates part-time faculty
- College-specific programs developed to orient, support and mentor contingent faculty

- New policies, resources, benefits and awards developed to better support adjunct faculty
- Evaluation of part-time faculty underway per Higher Learning Commission guidelines
- Expanded URC and QIC grant programs to allow for limited participation of non tenure-track faculty

Objective 1c: Develop distinctive, high-quality academic programs.

Strengthen all academic programs by ensuring a robust culture of assessment for quality improvement. UNDERWAY

- Launched the Spirit of Assessment Award to “recognize an individual who has worked to promote a culture of assessment at DePaul”
- Formal assessment of student learning outcomes in undergraduate programs has resulted in improvement. Sixty-seven percent of programs reviewed in AY14 made changes to the curriculum and/or pedagogy as a result of assessment findings

Develop and apply methods and criteria to assess curricular approaches and evaluate teaching effectiveness.

- New instructor effectiveness report alerts supervisors to teaching effectiveness scores that fall one standard deviation or more below the program, department or college mean

Support collaboration among and between faculty and encourage the development of interdisciplinary and multidisciplinary partnerships and programs. UNDERWAY.

- Innovation through Collaboration initiative launched to accelerate faculty interaction across colleges with the goal of developing interdisciplinary curricula, research, scholarship and creative activity
- Three new programs, the Collaborative Research Fellowship Program, the Collaborative Research Grants and the Collaborative Instruction Fellow Stipends, were designed by the Provost’s office to offer resources to spur collaboration

Develop new educational offerings to address the learning needs of current and future generations. Direct each college and school to develop distinctive, recognized programs that fuel enrollment growth and/or college reputation. UNDERWAY.

- 18 new programs were launched in 2012-13; 15 in 2013-14; 22 in 2014-15
- In partnership with the International Baccalaureate organization the College of Education has received preliminary approval to offer the IB Educator Certificates in Teaching and Learning

Leverage flexibility in offerings and delivery modes to meet changing student needs and demands. UNDERWAY.

- Online and blended course and program offerings continue to grow. In fall 2014, 12 percent of credit hours were delivered online, 22 degree programs were fully available online and 478 faculty had participated in the DePaul Online Teaching Series program
- Launched partnership with Integrated Education Solutions to provide marketing and recruiting for the Master of Accountancy online program

- Expanded summer session offerings

Invest in targeted growth, especially in high-demand programs in professional and pre-professional curricula. UNDERWAY.

- The Big Data program recently developed by CDM achieved national recognition
- The alliance with Cinespace Chicago gives students real-world film and television production experience
- CDM's School of Design established to create design-related programs to meet industry need
- Launched Corporate Employer Outreach (CEO) program. Initiative, bringing DPU programs to new markets by customizing academic programs to meet employers' educational needs

Elevate DePaul's market position and prominence in the health sciences. UNDERWAY.

- College of Science and Health established
- Partnerships with Rosalind Franklin University of Medicine and Science and Rush University Medical Center expand opportunities for students
- Baccalaureate program in health sciences created
- State-of-the-art Interprofessional Simulation lab ensures nursing students master patient care and healthcare team communication

Develop opportunities for learning focused on sustainability. UNDERWAY.

- Optional concentration in Sustainability established within the BA program in Environmental Studies in the College of Science and Health
- MA in Sustainable Urban Development created in the College of Liberal Arts and Social Sciences
- A concentration in Sustainable Management and a MS in Sustainable Management developed in the College of Business
- Additional course offerings in the departments of Geography and Public Policy
- Co-curricular initiatives and activities, including the establishment of the DePaul garden on the Lincoln Park Campus, offer opportunities for students to engage in leadership in sustainability

Expand curricular engagement with the Catholic intellectual tradition. UNDERWAY.

- Department of Catholic Studies established; new hires made
- Implemented concrete opportunities for faculty and students to leverage our partnership with Catholic Theological Union

Increase opportunities for students to develop global perspectives and intercultural competencies. UNDERWAY.

- International undergraduate student enrollment continues to grow and is on track to meet the 2018 target of 500. (In Fall 2014, 477 international undergrads were enrolled.) Instrumental in this progress has been the multiple transfer agreements with international partners (see Goal 2)
- International students represent 11% of graduate and Law enrollments, up about 2% from pre-plan levels
- Expanded the portfolio of the award-winning First Year Abroad program with two new offerings in Peru and Italy. The program now offers opportunities in 7 countries (Jordan, Ireland, Peru,

Italy, Germany, Mexico and Greece). Two new offerings (China and the UK) are planned for 2015-16

- Established “Research Abroad” program within Arnold Mitchem and McNair programs to deliver short-term supervised research experiences with partnering universities for first generation/low income and other students from underrepresented groups. 65% of Mitchem and McNair participants study or conduct research abroad
- New Global Learning Experience program enables DePaul faculty to co-teach portions of courses with a colleague in another country, bringing global perspectives into the classroom by connecting students virtually. (See details and numbers in Goal 2)

Objective 1d: Enhance the visibility and profile of the university.

Advance DePaul’s academic reputation, promote the strength and accomplishments of the schools and colleges, the excellence of our faculty, and raise the perception of quality associated with the university’s brand. Leverage national recognition of service learning and athletics. UNDERWAY.

- U.S. News & World Report ranked DePaul among the top twenty universities nationally in the extent to which we exceed expectations for the success of our students as measured by 6-year graduation rank
- Distinctions campaign launched, showcasing the work of faculty
- **CDM’s** graduate and undergraduate game design programs were ranked by the Princeton Review in the top 25 nationally
- Other national recognition of **CDM** includes Animation Career Review naming DePaul among the top 20 animation schools, designation as a national center of academic excellence in information assurance/cyber security by the National Security Agency and inclusion in the list of top big data analysis programs by Decision Line/Decision Sciences
- **The Theater School** was recognized by Hollywood Reporter as one of the best drama schools in the world
- In the **Driehaus College of Business**, the M.S. in Taxation program was ranked No. 2, the MS in Accountancy program ranked No. 3, and the undergraduate accounting program ranked No. 6 in a national survey of corporate tax hiring authorities
- Both the undergraduate and graduate entrepreneurship programs were ranked in the top 25 nationally by the Princeton Review
- The **College of Law** placed first for Best LL.M. Program and Best Law School Clinical Program in Chicago in the National Law Journal’s ranking, and the tax LL.M. program was named one of the top 20 in the country, according to the National Jurist
- In the **College of Education**, the online M.A./M.Ed. in Educational Leadership made the top 25 list by TheBestSchools.org
- In the **College of Science and Health**, DePaul’s B.S. in health science ranked No. 7 in the country by TheBestSchools.org, and DePaul was named among the top 25 most affordable, accredited graduate degree programs in counseling and psychology in the Midwest
- In the **College of Communication** and for second consecutive year, PRWeek named the Master of Arts in Public Relations and Advertising program a finalist in the 2014 Education Program of the Year
- The Carnegie Foundation for the Advancement of Teaching renewed DePaul’s Community Engagement classification, one of only 361 such institutions in the country
- DePaul is highly ranked by Washington Monthly’s rating system focusing on social justice

- DePaul's First Year Abroad program received an honorable mention at the prestigious Heiskell awards in 2014
- The women's basketball team was named by Inside Higher Education as National Academic Champion for two years running

Goal 2: Deepen the University's Distinctive Connection to the Global City of Chicago

Objective 2a: Leveraging the global diversity of Chicago, infuse international and comparative perspectives throughout the teaching, research and service missions of the university.

Build a faculty development initiative focused on globalization, curricular innovation and preparedness to teach in a global classroom. UNDERWAY.

- Launched the new Global Learning Experience (GLE) program GLE trains and supports faculty to offer collaborative online international experiences to our students, working with students at partner international institutions

Enlarge our network of strategic partner institutions across different regions of the world to develop deep and sustained collaborations. UNDERWAY.

- Established 13 new strategic partnerships: 6 in South America, 5 in Asia, and 1 each in Europe, Australia and Mexico
- Launched the Sheikh Faisal Center for Entrepreneurship in Chicago and Doha, Qatar.
- Established several new transfer agreements with international partners to facilitate transfer to DePaul for international undergraduate students: Community College of Qatar, American College of Dubai and the Broward College of Ecuador

Expand opportunities for all students, with particular attention to low-income students, to access transformational experiences, including study abroad. UNDERWAY.

- As compared to our Carnegie peers, DePaul seniors are more likely to have engaged in high-impact transformative educational experiences, including study abroad, service learning, working with a faculty member on research, internships and a culminating senior experience such as a capstone
- About 4% of DePaul students study abroad. Twenty-three percent of those are under-represented minority students, as compared to 19% at the plan's outset. The ethnic/racial profile of DePaul students who study abroad is significantly more diverse than national norms
- More than one-quarter of the \$100,000 in financial aid available to support international study is directed to first-generation and minority students

Objective 2b: Deepen DePaul’s connection with Chicago, enriching students’ educational experiences.

Increase internship and professional networking opportunities for all students, including graduate and professional students. UNDERWAY.

- 2,000 students complete academic internships annually
- As self-reported on the National Survey of Student Engagement, about 60% of DePaul undergraduates complete at least one internship during their studies (vs. 40% among our Carnegie peers)

In appropriate programs, engage students in problem-based, applied research, advocacy, and learning that addresses urban issues, promotes civic involvement and improves the quality of life for Chicago’s citizens. UNDERWAY.

- 68% of DePaul undergraduates report at least some of their courses have included a community-based project (vs. 60 % of our Carnegie peers)
- Faculty and staff consistently rate our commitment to the city of Chicago very high, and reflect that commitment in their course offerings
- In 2013, the university documented that students delivered over half a million hours of community service

Strengthen partnerships with the city and the region, expanding our influence as an urban partner. UNDERWAY.

- Significant recent strategic partnerships include work with Rosalind Franklin University of Medicine and Science and Rush University Medical School, Cinespace Chicago, the Chicago Police Department to provide training in asset-based community engagement, Depaul International to create the Institute of Global Homelessness, Catholic Theological Union, the Chicago History Museum, Facing History, Facing Ourselves, the Academy for Urban School Leadership, DePaul Prep and the Chicago Metropolitan Pier and Exposition Authority to construct an events center in the South Loop
- DePaul is a founding member of the CPS College *Compact* (2014) and the *Collaborative for Undergraduate Success*, designed to improve college access and outcomes for graduates of Chicago Public Schools

Achieve recognition as the city’s higher education anchor institution and the premier institution for Chicago civic engagement. UNDERWAY.

- Led by DePaul and the University of Chicago, America’s Urban Campus was formed to study and make more broadly known the higher education sector’s contribution to and impact on the economic and social well-being of Chicago

Objective 2c: Develop facilities, technology and the infrastructure to support the highest-quality educational experience for students, and enhance the communities in which we live and work.

Complete the performing arts facilities, finishing the Fullerton fine arts corridor. UNDERWAY.

- The new Theater building opened in September 2013
- Fundraising is well underway for construction of the new School of Music, roughly at the 80% mark for the main building

Refine the Loop Campus master plan, focusing efforts to create an integrated campus and a strengthened downtown identity and public image. Selectively expand academic space in the Loop, and develop a plan for systematic renovations. UNDERWAY/ MODIFY.

- Added lab and office space on the fifth floor of Daley to support the programmatic needs of CDM
- Created space to support CDM grant activities and the Innovation through Collaboration Initiative
- Improved 20+ classrooms in Lewis and the CDM building to more adequately serve current pedagogical demand
- Moved the Master's in Social Work and the Master's in Public Health to Daley to provide a home for the professional programs in the College of Liberal Arts and Sciences
- Added 10 classrooms and created additional office space for Study Abroad on the fifth floor of Daley

The need for a formal master plan for the Loop Campus is not clear; unlike the Lincoln Park Campus, there is relatively little community activism and no real zoning constraints. Existing total space is adequate to serve the current and likely near future academic needs.¹

Continue strategic additions to academic facilities on the Lincoln Park Campus. UNDERWAY.

- College of Education moved into a new, and completely renovated home at 2247 Halsted
- New construction included the Theater School and the Arts and Letters building
- Major renovations of the first floor of the Richardson Library provided students with a new Information Commons, access to centralized academic assistance and state-of-the art space for individualized and collaborative learning
- Completed the build-out of the fourth floor of McGowan South to include additional teaching labs, research labs, classrooms, and two eight-office suites for the College of Science and Health
- New nursing facilities include a new simulation lab and women's health lab
- Modern Languages, Writing, Rhetoric and Discourse and the University Center for Writing-based Learning were relocated in newly renovated space in the Schmitt Academic Center
- Provided new and improved office space for the College of Communication

Seek opportunities to bring men's basketball back into the city. UNDERWAY.

¹ The major future opportunities/challenges for the Loop will center on the return of roughly 150,000 square feet of above-ground DePaul Center space when the City of Chicago 30 year lease expires in 2024. The redeployment of that space could eliminate the need for leased office space at 55E Jackson or provide us with enough space to vacate the 243 S. Wabash building (CDM); that building represents a very real opportunity for commercial/high end condo development. We have the possibility of building a very large building on the footprint of the Wabash surface parking lot. With no real current space pressure, favorable existing rental rates and a lack of capital funds, the planning for this campus could safely be put on hold for 5 years.

- New event center plans finalized with MPEA and in April 2015, DePaul executed a 50-year anchor tenant agreement. Construction is planned to begin fall 2015. The arena is projected to become available for DePaul's use at the outset of the 2017-18 men's and women's basketball seasons

Leverage technology to enhance learning, increase efficiency and improve support services.
UNDERWAY.

- Selected in 2012 as one of 10 institutions by the Inter/National Coalition for Electronic Portfolio Research, DePaul is part of a 3-year study to examine the impact of e-portfolios on student learning
- Developed an online Degree Progress Report giving students and their academic advisors immediate access to data on progress to degree
- Developed online tools for transfer students to understand how prior course credits at two- and four-year institutions will transfer to DePaul
- Across campus, wireless technology has been installed in all new buildings while retrofitting older facilities with the result that 100 % of classrooms have wireless access
- Development of the iDePaul mobile app allows students, faculty and staff to access vital DePaul information from their smart phones
- Launched a mobile-friendly version of the course evaluation system
- Key technological resources have been duplicated at a world-class, off-site facility, enabling the university to conduct business almost seamlessly in the event of an emergency

Ensure our residential housing capacity aligns with our evolving student profile.
NO LONGER RELEVANT.

- Currently both campuses are able to meet demand; continued monitoring in the event of change is ongoing

Reduce the university's carbon footprint within a practical and appropriate framework. Showcase best practices in sustainable operations and administrative processes.
UNDERWAY.

- LEED certification achieved for new construction
- Participating in the EPA's Energy Star Challenge and realizing energy efficiency, including lighting and hvac retrofits
- Supporting alternative forms of transportation, including participating in the CTA U-Pass program, welcoming the I-Go program to campus, promoting biking and purchasing hybrid vehicles for Public Safety
- Initiatives introduced to reduce the use of fresh water on campus and promote recycling
- Partnering with our food service vendor, Chartwells, to promote and expand its sustainable efforts, including minimizing waste, selling fair trade items and purchasing and using locally grown products
- Recognition by the Princeton Review in its Guide to 353 Green Colleges in 2015

Goal 3: Strengthen our Catholic and Vincentian Identity

Objective 3a: Elevate our distinctive Catholic and Vincentian identity across the university.

Expand and deepen engagement of all students with DePaul's Catholic and Vincentian mission. **UNDERWAY.**

- Just over 40 percent of graduating seniors report that their education contributed to increased knowledge of the university's Catholic identity
- Forty-nine percent of graduating seniors report the Catholic and Vincentian mission is integrated into the culture of the university
- Evangelical Catholic training program launched; program focuses on freshmen and transfers. Small, faith-sharing groups facilitated by student leaders meet weekly

Establish desired mission outcomes for all DePaul students. **UNADDRESSED**

Develop targeted initiatives to transmit a stronger understanding of and engagement with DePaul's Catholic and Vincentian identity among graduate, online and adult students. **UNDERWAY.**

- Grad Student Mission Welcome video under development
- Online mission orientation for all transfer students developed and implemented
- Mission-resonant social impact graduate programs affinity group established to maximize impact on these grad students and faculty
- Mission elements of undergraduate orientations revised

Develop robust assessment of all of these efforts to guide future strategic decisions. **UNADDRESSED**

Expand curricular and co-curricular opportunities for interfaith/interreligious engagement and learning. **UNDERWAY.**

- Promotion of interfaith engagement through development of Interfaith Scholars Program, launching of DePaul Interfaith website and development of interfaith activities and events
- In partnership with Interfaith Youth Core, DePaul part of growing national movement to encourage interfaith cooperation
- 75% of DePaul seniors report interaction with students of different religious traditions (vs. 68% of our Carnegie peers)
- Plan established with the Catholic Studies department to gradually expand the Vincentian Studies curriculum, and the frequency of class offerings
- University Ministry-led "Vincentian Values and Vocation Initiative" initiated in partnership with the Career Center and Academic Advising to engage students in reflection and engagement with the religious/spiritual dimension of our Catholic-Vincentian mission as part of their future and career discernment

- Weekly Mid-Day Meditation offered at the Ray Meyer Fitness Center

Provide incentives and opportunities for faculty and staff to understand and appreciate the Catholic intellectual tradition and Vincentian heritage. UNDERWAY.

- Pilot of a staff development course on Vincent de Paul and the Vincentian tradition completed-- creation of the course is now underway

Extend and strengthen faculty expertise in poverty research, focusing particularly on effective approaches to the alleviation of poverty. UNDERWAY.

- Established the Institute for Global Homelessness (IGH) to provide research, leadership development and opportunities for international collaboration on effective strategies to end homelessness globally

Objective 3b: Strengthen external partnerships congruent with the university's valued Catholic and Vincentian character.

Apply DePaul's intellectual resources to support the work of the church e.g., Chicago Catholic Schools, Catholic Theological Union, the worldwide Vincentian family and other mission-resonant organizations). UNDERWAY.

- Cooperative relationship between DePaul and Catholic Theological Union (CTU) allows for faculty exchanges, student, faculty or staff access to courses at the partner institution and joint conference programming
- Intellectual and technical expertise provided to CTU, including opening DePaul's online teaching series to CTU faculty at no charge to help them develop high quality online and hybrid courses
- Forged an academic partnership with Gordon Tech High School, now DePaul Prep, to strengthen Catholic education on the North Side
- College of Education students complete about 25% of their field work in Catholic schools as part of their training to student teach

Solidify DePaul's role as the international leader in Vincentian studies and scholarship. UNDERWAY.

- Expansion and digitization of the Vincentian Studies Collection that includes written material, images and artifacts related to St. Vincent and the Vincentian tradition
- The Vincentian Studies Institute continues its mission of scholarly publications with the publication of Fr. Udovic's latest book: "Henri de Maupas du Tour: The Funeral Oration for Vincent de Paul. November 23, 1660. Annotated translation
- Creation of a five-year succession plan for Vincentian Heritage efforts
- Commitment for a campaign to create an endowed chair in Vincentian Studies

Goal 4: Foster Diversity and Inclusion

Objective 4a: Strengthen campus-wide diversity.

Recruit and retain a diverse faculty, staff and administration, with special attention given to increasing the representation of under-represented populations. UNDERWAY.

- Put in place policies and practices to ensure diversity among candidate pools for new hires
- New recruitment guide developed to assist units in implementing best practices, recruiting diverse talent and yielding diverse candidate pools
- Training provided by OIDE to search committees, including diverse sourcing plans.
- Among faculty, racial/ethnic diversity most pronounced in the assistant and associate ranks, with 15 percent reporting as Hispanic or African American, as compared to 11 percent at the full professor rank
- Among staff, the clerical and administrative ranks are the most diverse racially/ethnically, with 39 percent reporting as Hispanic or African American, as compared to 16 percent of executive/administrative/ managerial staff

Develop mentoring systems. UNDERWAY

- Diversity advocates in place in all colleges to support faculty of color and encourage dialogue around diversity issues affecting faculty success
- Formal mentoring program established in LAS
- Vincent de Paul Professors established a mentoring program for junior faculty
- CDM created a formal mentoring program for new faculty to ensure support for untenured faculty from underrepresented groups, equal treatment in the tenure process, and promotion of diversity among faculty ranks

Provide support for career development, retention and success. UNDERWAY

- Created the BUILD Diversity Certificate Program, a professional development diversity certificate available to all faculty and staff
- National Center for Faculty Development and Diversity membership provides faculty of color professional development training, support from faculty coaches and a confidential “safe space” for problem solving that can be accessed 24/7
- Development of Employee Resource Groups as an employee engagement and retention model
- The President’s Diversity Council promotes collaboration by bringing together constituency group members to actualize DePaul’s diversity goals and objectives
- Recipient of the 2014 Higher Education Excellence in Diversity award, the sole national recognition for outstanding commitment to inclusive excellence

Strengthen the postsecondary pipeline of under-represented scholars. UNDERWAY

- Mitchem Fellows program created to double the number of underrepresented minority students who can access McNair Scholar-type support. 100% of McNair participants have a faculty mentor

- Expanded pre-college programming for CPS neighborhood and Big Shoulders school students, anchored in partnership with Chicago IB schools
- Over 400 CPS students on campus for one to four week academic enrichment and college planning programs, summer 2015. Over 70% of CPS IB graduates apply for admission to DePaul and about one in ten of those graduates enroll as freshmen. DePaul enrolls more CPS graduates than any other selective private university
- Established pathway from Chicago IB programs to Student Support Services (TRIO), Mitchem Scholars and McNair programs beginning in freshman year. Office of Multicultural Student Success created holistic model to serve low-income and first-generation students that includes financial and ongoing curricular support

Sustain the diversity of the student body. UNDERWAY.

- Record levels of first generation and under-represented students achieved among entering freshmen classes--in 2014, first-generation students represented 34% of the freshmen class and students of color accounted for 34%
- Ranked second among the nation's largest private universities in the percent of Pell-eligible freshmen and third among the largest Catholics in the proportion of underrepresented students
- Many Dreams, One Mission capital campaign raised \$107 million for student scholarships
- Test-optional admissions process launched, providing qualified students another path to DePaul
- Resource Guide developed to support undocumented students
- Strengthened support services for transfer students including a new orientation program to help transfer students access key resources
- Designation as military friendly school; Office of Veteran Affairs established to centralize support services for veteran students; participant in the Yellow Ribbon GI Education Enhancement program
- Veteran to Career program created. Two peer career veteran leadership positions established to help connect veterans to career opportunities and internships.
- Springboard to Success program implemented to support students with disabilities segueing successfully into the workplace

Expand international and multicultural learning opportunities that effectively prepare our students to be successful, innovative leaders in a diverse global society. UNDERWAY.(see also Goal 2)

- Developed research and internships abroad
- Service abroad for credit includes programs in Rome, Italy and Merida, Mexico
- Expansion of service learning immersion programs
- Cultural programming offered by the DePaul Cultural Center
- Service learning opportunities in diverse neighborhoods of Chicago

Provide programs and support services to ensure that all students, faculty and staff feel welcome and are able to succeed. UNDERWAY.

- Employees report high levels of engagement and satisfaction with employment, including meaningful work, good colleagues and generous benefits, as measured on Work-Life study
- Nine out of 10 employees would choose to work at DePaul again

- Voluntary reduced work-time policy implemented, flexible work arrangements policy expanded, wellness program launched, and back-up child and elder care support available
- Queer Peer program connects current LGBTQ students as mentors to newly enrolled or newly out LGBTQ students

Objective 4b: Build a vibrant university community.

Improve communication, reduce barriers and enhance opportunities for collaboration among members of the university community. UNDERWAY.

- Innovation through Collaboration initiative launched to promote faculty collaboration across departments and colleges

Strengthen the sense of community, affinity and institutional pride among all DePaul constituencies—students, alumni, staff, faculty and friends. UNDERWAY.

- Over three-quarters of faculty and staff affirm a sense of belonging at DePaul, as measured on the 2013 surveys of campus climate
- In 2015, DePaul ranked among top 50 organizations nationwide as best places for women and diverse managers to work
- The majority of alumni are proud to be DePaul graduates, (just over half of graduate alumni and almost two-thirds of undergraduate alumni) as evidenced on surveys five years post graduation
- New alumni traditions launched, including Alumni University and Blue Demon Day
- DePaul faculty serving as featured speakers at alumni events, showcasing our extraordinary faculty members

Create new opportunities and strengthen existing university-wide traditions to celebrate and promote our collective identity. UNDERWAY.

- Student Government updated Homecoming to Blue Demon Week
- Launched On Thursdays We Wear Blue campaign
- Affinity Task Force formed. Plan developed to enhance collective identity and pride

Affirm alumni as important participants in the university community, enlist their support of strategic objectives and ensure their enduring relationship with the university. UNDERWAY.

- Two-thirds of the 40,000 donors to the Many Dreams, One Mission campaign were alumni
- Double Demon scholarship program awards scholarships to alumni seeking a second degree
- Advancement and Enrollment Management partnering to streamline alumni career services and leverage alumni networks in the corporate community for DePaul's collective benefit
- Alumni University established, bringing alumni back to campus each spring for a full day of learning

Goal 5: Ensure a Business Model that Builds the University's Continued Strength and Educational Excellence

Objective 5a: Sustain our financial vitality.

Maintain the affordability of a DePaul education. UNDERWAY.

- 2014 freshman tuition and fees held to minimal 3% increase from the previous year, or \$34,891, below the median of \$37,236 for all Illinois privates and only slightly higher than the median of \$34,131 for cross-admit institutions
- 2014 tuition increases for continuing undergraduates were held to 1.7-2.0 percent over the previous year's rates
- To address growing financial need, institutional financial aid provided to both undergraduates and graduates has grown significantly, up \$37 million (or 25%) from \$145.4 million in FY12 to \$182.4 million in FY15
- 94% of new freshmen and 57% of transfers received institutional aid in FY15
- Significant advocacy undertaken to protect government funding -- MAP and Pell
- Student indebtedness upon graduation has risen, but DePaul remains below the national average as of FY13

Focus enrollment strategies and fuel strategic, targeted growth. UNDERWAY.

- Differentiated net pricing strategy employed, achieving increased racial/ethnic and geographic diversity and greater academic preparedness among entering undergraduate cohorts while simultaneously increasing net tuition revenue
- Increased focus on retention, achieving significant results (see Goal 1)
- Attention to new market segments, including health and data sciences
- Global Enhancement Program designed to boost international student enrollment (see Goal 2)
- Significant growth in new graduate and undergraduate CDM programs are somewhat offset by declining enrollments, largely graduate, in Kellstadt, Law, SNL, Education, Business and LA&S

Develop new market-responsive programs. UNDERWAY. (See Goal 1c)

- New programs in the health sciences including School of Nursing RN to MSN and health law, and professional pathway programs with Rosalind Franklin for DePaul's science undergrads
- New programs in data science, CDM courses in Health IT and Predictive Analytics, KGSB program in business analytics and applied statistics in CSH
- Corporate and Employer Outreach (CEO) initiative launched, developing academic partnerships with 14 corporations for employee education and training, generating \$3 million in revenue
- New Executive Doctorate in Business approved

Offer new modes of delivery and increase the flexibility of course and program offerings. UNDERWAY (see Goal 1)

- Expanded training of faculty to develop and deliver online courses, resulting in expansion of online offerings and increased online course registrations. Growth of summer online credit hours

Pursue an agile business model that ensures growth in net tuition revenue over the duration of the plan, provides sufficient resources for strategic investments and maintains financial strength. UNDERWAY.

- Net tuition revenue continues to increase at undergraduate level, but has declined for graduate and law students
- Higher net revenue per student realized despite overall enrollment decline from about 25,400 at the onset of the plan to 23,800 in fall 2014
- Focus on transfers continues to generate greater per student net revenue, on average, as compared to traditional freshmen
- Successful cost containment measures and strong fiscal management ensured positive operating margins across FY13-15 (excluding one-time Early Retirement Incentive Program payouts in FY14)
- Proactive budget reduction goals met in each unit
- Capital expenditures slowed, but projects critical to grow key programs implemented, including the \$7.3 million project to build out added labs for the College of Science and Health and \$4.8 million for added College of Computing and Digital Media space

Fund appropriate levels of institutional financial aid to ensure the desired student profile and continued mission. Develop strategic aid programs for targeted graduate and professional populations. UNDERWAY.

- Approximately \$4.9 million² of the financial aid in the FY14-15 budget included targeted resources supporting graduate students, the fastest growing segment of institutional aid due primarily to the Double Demon Scholarship

Continue to develop philanthropic support for ongoing operations, new initiatives and endowment growth. UNDERWAY.

- Many Dreams, One Mission campaign completed. Goal exceeded; \$333 million raised; endowment expanded by \$155 million
- FY15 fundraising goal of \$35 million exceeded. University currently outpacing its three-year, \$100 million goal, having achieved 52.5% of that figure in only 36% of the time period

Objective 5b: Invest in our staff.

Recruit, develop and promote a highly qualified staff committed to our institutional values of cooperation and exceptional service. UNDERWAY.

- The “Foundations” program initiates the onboarding process for all new staff employees as they begin employment with the university. Between July 2012 and May 2015, a total of 65 orientation sessions were conducted for 882 new employees

² The change was \$3.7 million in added aid, but absolute amount is \$4.9 million.

- New programs developed by HR provide training on critical areas of performance management: how to conduct a performance review, set goals, and coach and provide feedback to employees. To date, 81 sessions have been conducted for 960 DePaul managers
- Improved the job applicant/ candidate experience by upgrading the quality of the applicant tracking system. The upgrade will result in annual savings and more contemporary and effective methods of targeting candidates through outreach tools, such as LinkedIn Recruiter, the Illinois Job Bank and “Tweet My Jobs”

Effectively fund support functions throughout the university to ensure a high level of service to students and academic units.

Objective 5c: Adhere to principles of sustainable growth and financial discipline.

Maintain a commitment to sustainable annual growth in net tuition revenue, with attention to the following:

Ensure realization of annual growth in net tuition revenue. UNDERWAY.

- Net tuition revenue and fee revenues increased from \$459m in FY12 to \$466m in FY13 and have stabilized since, despite increasing institutional financial aid awarded annually in response to growing need

Maintain an effective mix and balance of high-margin and subsidized academic programs to ensure aggregate gross margin performance. UNDERWAY.

- A comprehensive study of program profitability is underway by Academic Affairs, EM&M and Financial Affairs

Maintain a student mix that balances academic priorities, mission-related objectives and ongoing financial vitality. UNDERWAY.

- 36% of freshmen in fall 2014 were students of color, 34% were first-generation students; 33% were Pell-eligible

Strategically invest in new academic program development to capitalize on marketplace opportunities and broaden overall revenue mix. UNDERWAY.

- In 2014, 17% of total enrollment could be attributed to new programs developed in the previous 5 years. These enrollments almost equally divided between undergraduate and graduate programs

Grow unrestricted fundraising revenues to realize endowment growth and expand scholarship opportunities for students. UNDERWAY.

- More than \$41 million raised for scholarships, \$32.4 of which has been endowed. Of the total, \$10.3 million is general scholarship money, not designated to a particular college or school

Generate increasing operating surpluses, exercising effective cost controls. UNDERWAY.

- Increasing operating margins realized between FY12 and FY15, excluding FY14 when ERIP payments made

Manage faculty and staff headcount commensurate with academic program and enrollment growth and as required for new initiatives, increasing regulatory compliance and other strategic requirements within overall parameters of net revenue growth and favorable operating margins. UNDERWAY.

- Controls in place to monitor and manage headcount
- New hires and external postings subject to executive approval and formal quarterly processes implemented to ensure executive monitoring of headcount by sector
- Early Retirement Incentive Program (ERIP) successfully completed

Provide competitive salaries and benefits to attract, retain and motivate highly qualified faculty and staff within the overall parameters of net revenue growth and operating margins. UNDERWAY.

- Parameters set annually to hold salaries and benefits at an appropriate level relative to operating revenues. Excluding the ERIP, achieved 59% in actuals in FY14
- Annual compensation pools reviewed relative to industry benchmarks (Mercer & Chicago CPI-U)
- Internal and external benchmarking done to ensure equity and market competitiveness
- Processes in place to support internal promotion

Constrain growth in overhead and operating costs to less than the increases in net tuition revenue. UNDERWAY.

- In FY13, operating and overhead expenses increased by \$8 million over the prior year and net tuition and fee revenue increased by \$7 million
- In FY14, operating and overhead expenses, excluding the ERIP and one-time bonus charges, increased by \$10 million, while net tuition revenue increased by \$1 million
- In FY 15, ongoing operating and overhead expenses decreased by \$13 million, while net tuition and fees decreased by \$1 million from the prior year's levels

Maintain our current level of financial strength, creditworthiness and bond ratings. UNDERWAY.

- The university's 'A' level bond ratings with a stable outlook were reaffirmed by all three bond rating agencies during FY 2015

Maintain sufficient fiscal flexibility to respond to a rapidly changing environment.

- For fiscal 2015, available funds to long-term obligations achieved a 1.3 ratio vs. a rating agency target of 1.1 for DePaul's A rating, indicating some added capacity for debt within the current rating

Provide adequate levels of working capital to fund daily operational cash requirements.

- Working capital levels of \$54 million at 6/30/15 are slightly in excess of plan and adequate to cover DePaul's operating expense. The university has not borrowed to cover operating expenses in over ten years.

Maintain a disciplined approach to capital expenditures without issuance of new debt in the short term, utilizing institutional reserves as deemed strategically appropriate.

- Capital spending has slowed, but funding has been provided for growing programs, such as those in the College of Computing and Digital Media and the College of Science and Health. The last issuance of new debt by the University occurred in 2011. A refunding of existing bonds in fiscal 2013 and a second in fiscal 2015 resulted in savings on interest costs of approximately \$4.7 million and \$900,000 respectively.

Maintain the financial ratio of available funds to expenses at 0.8 by the end of the plan.

UNDERWAY.

- Available funds to expenses ratio has remained steady at 0.9 since the plan began (excluding the ERIP one-time payments made in FY14)