

SNAPSHOT Prioritized Strategic Plan Initiatives - August 2022

Theme	Objective	Title	Description	Year One	Ultimate Success (3-5 years)
Learn 1	Academic Goal 3	Valpo Connect	Creating a thriving, dynamic collaboration center and think tank for all majors on campus that draws disciplines together into cutting-edge new programs and degree paths that will make our students stand out above graduates elsewhere	Develop the Cohort Model of Student Learning around one focus on climate and sustainability.	Build out the cohort model to include at least on other track on another topic (e.g., global justice); Incentivize colleges to develop programs nimbly that respond to changing needs of the disciplines and marketplace; Make Valpo a destination for igniting students' passions and finding the right major for them (programs for exploratory/undecided students)
Learn 2	Academic Goals 1, 2; Action Agenda Items 3.1.a, 3.2.a-c	Reimagined General Education	Shaping the Valpo Student Experience for the needs of today and tomorrow	Develop new learning outcomes tied to the integration of leadership and service. Begin to re-imagine the first year experience, also through this lens.	Create a first-year experience that is exciting for students and energizing for faculty to teach in ways that enhance belonging and retention; reimagine the general education curricula through an intentional focus on equipping students to learn, serve, lead, and thrive throughout their lives
Learn 3	Academic Goal 7	Strengthen and Amplify the Arts and Humanities	Strengthening Music, the Arts, and Humanities to be a force multiplier in their own right, with robust majors and programs	Establish a task force of innovative faculty and staff to work quickly to develop strategies for building a collective identity for the various arts and humanities units	Ensure that there is a clear and central place for the humanities and arts context in all of our programs
Serve 1	Enrollment Goals 2,3,4; Action Agenda Items 1.1.d, 1.2.a, 4.1.a-c, 5.2.a, 5.3.a	Student-Centered Campus (Many Ways to Be Valpo)	Maintaining the Valpo "high touch" in all our educational arenas. Transforming our processes, curriculum, and space to meet the needs of today and tomorrow for residential, commuter, historically underserved, and online students.	Unit level audits of spaces, communications, and processes, keeping the diverse needs of our students at the fore	Shifting our processes and spaces and actually ensuring that commuter students, historically underrepresented students, graduate and international students have a welcoming and embracing Valpo experience on campus.
Serve 2	Enrollment Goals 2,4; Action Agenda Item 1.1.d	Transfer-Friendliness (Many Ways to Be Valpo)	Substantially lowering the barrier of coming to Valpo from another institution	Begin to align transfer processes with best practices, including accepting state common core	Increased transfer student enrollment; smoother processes for staff and faculty who process transfers
Serve 3	Academic Goal 6; Action Agenda Item 1.1.d	Valpo Success Initiative	Making access to college a reality for those who believe it to be out of reach by creating a two-year associate's degree ("Access College") directed toward students who are first generation, low income and/or from underrepresented groups	Monitor the pilot program in 2022-23, make adjustments, increase enrollments for 2023-24	Bring in approximately 100 students per cohort and help them matriculate to four year programs for those who desire and attain sufficient academic standing.
Serve 4	Academic Goal 6; Action Agenda Item 1.1.d	Summer Bridge (Bloom) Program	Providing support to incoming students to prepare them for the academic rigors and the social transition into college	Monitor the pilot program in 2022-23, make adjustments, increase enrollments for 2023-24	Expand the Bloom Summer Program from pilot to sustainable experience; increase retention

Serve 5	Enrollment Goals 2,3,4; model good practices as part of an effort to operate more sustainably	Sustainability	Changing the culture and practices on campus to move toward more environmentally-friendly operations	Develop and begin implementation on long-term environmental sustainability goals for the institution	Measurable outcomes in terms of energy efficiency and waste reduction
Lead 1	Academic Goals 1,2, Action Agenda Items 3.3.b, 5.1.a, 5.1.b	We are Valpo -- Leadership in Action	Enlivening Leadership as part of Valpo's brand identity	Take steps toward earning the Carnegie Leadership classification. Begin to envision the content of a student's leadership portfolio, and the process for tracking it. Incorporate leadership into brand identity. Start campus conversation about leadership in first-year curriculum.	Be identified as an inaugural recipient of the Carnegie classification and demonstrate Valparaiso University's strength in this domain. Demonstrated student leadership outcomes. Leadership is a core part of our identity and how we talk about ourselves.
Thrive 1	Budget Goal 2, Action Agenda Items 2.1-3.a, 3.3.a, 5.3.a	Caring for Faculty and Staff	Establishing competitive salary and benefits for all faculty and staff, as well as non-compensation benefits	Define the compensation philosophy for the institution; define gaps, and develop plan to make-up the gaps	Building into the university culture a faculty and staff compensation program that is sustainable, measurable and mission driven
Thrive 2	Enrollment Goal 2; Action Agenda Item 1.1.d	Advancing Toward HSI status	Laying the groundwork for increased enrollment of Latinx students	Identify recruitment strategy; begin to transform campus to be welcoming, supportive, and ready	Meet the criteria for HSI status, and have a campus that supports and reflects our Latinx students
Thrive 3	Budget Goals 1-4	Financial Sustainability	Ensuring a sustainable financial future	Complete market survey; explore new paradigms for organizing our operations to ensure success	Strong fiscal health, with sufficient financial resources to execute the mission and vision of the institution