



DOMINICAN
UNIVERSITY

THE NEXT ERA

THE STRATEGIC
PLAN FOR
2023-2028

IMPACT



STRENGTHEN
OUR POSITION AS
A DESTINATION
OF CHOICE



ENSURE STUDENT
SUCCESS IN
COMPLETION
AND CAREER
OUTCOMES



FOSTER
RESPONSIVE
COMMUNITY
AND BUSINESS
PARTNERSHIPS



ADVANCE
LONG-TERM
SUSTAINABILITY

GUIDING THE PRIORITIES OF OUR UNIVERSITY'S NEXT CHAPTER



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ear Dominican University students, colleagues, alumnae/i, friends, trustees and community members,

For more than a century, Dominican University has expanded access to higher education so that all students have the same opportunity to thrive and graduate—with purpose. We embark upon this new strategic plan to set a clear direction for our future with this enduring mission and vision at its core.

This strategic plan, developed with community input, recognizes and builds upon our rich history and sets ambitious goals and objectives that are responsive, responsible, and relevant to our students and our communities.

As our university welcomes an exciting new era of growth, we will continue to be guided by our founders' vision and our Catholic, Dominican traditions. These foundational values keep us grounded and focused, while offering us the clarity, courage and commitment to move forward into an inspiring new chapter of our storied history.

We look forward to providing periodic progress reports on the goals and objectives of the plan throughout the next five years. I extend my thanks again to the members of the Dominican community who contributed to the development of this plan and the many who are already embarking upon the initiatives in pursuit of these ambitious goals. I am confident that we will achieve much success and contribute to our enduring and resilient future.

Sincerely,

Glen L Temple

Glena Temple, Ph.D.

President

Strategic Plan Guiding Vision Statement

Grounded in our Catholic, Dominican, and Hispanic-Serving identities, Dominican University will be recognized as a leader in the social and economic mobility of its graduates, including those historically marginalized by higher education. We approach the needs, strengths and lived experiences of our students holistically and place them at the center of our priorities. Through rigorous academic and experiential programs, we will prepare graduates to make an impact in an increasingly dynamic global environment and remain engaged in our Dominican community.



STRATEGIC PRIORITY 1

Strengthen Dominican University's
position as a destination of choice

As Dominican celebrates its 100th anniversary in River Forest, we aspire to secure our position as a leading Catholic, Hispanic-Serving Institution for improving the economic and social mobility of a population of diverse graduates.

Operating in the competitive higher education landscape requires us to position ourselves as an organization that anticipates market needs, provides programming and innovative credentials that respond to employer expectations and contributes to social mobility for first-generation, low-income and historically marginalized student populations.

Throughout this strategic plan, we will offer an optimal mix of academic programs, delivery options and access points that respond to these economic, social, and labor market needs. We will advance strategies to expand undergraduate and graduate opportunities in high-demand fields in healthcare, analytics, and STEM careers. Extending our historic commitment to underserved communities

and learners, we believe that alternative and affordable pathways to enrollment, degrees, and credentials will bring this history into a contemporary context.

We will create clear and barrier-free pathways to transfer into Dominican degrees and grow accelerated tracks from undergraduate to graduate degrees to foster continued upward mobility. Understanding the needs of adult learners seeking high-quality, affordable, and accessible degrees and credentials will strengthen our market position and further our responsiveness to Chicagoland's economic and community development. A commitment to accelerated social mobility means we will grow our accelerated tracks from undergraduate schools to graduate degrees.

Athletic program expansion will create synergy in bringing new scholar-athletes to campus while building an engaging campus community. Student experiences will be enhanced by expanding our athletic programs, strengthening our student-focused amenities, and improving student-related infrastructure.





GOAL
1

Increase market-driven responsiveness in program management

1.1 Objectives

- + Develop and launch new in-demand undergraduate programs
- + Develop and launch new in-demand graduate programs
- + Develop and launch new athletic programs
- + Expand program optimization efforts

GOAL
2

Develop new enrollment pathways to degrees and credentials

1.2 Objectives

- + Expand reach in underserved markets
- + Evaluate delivery formats to determine new market potential
- + Expand adult learning/degree completion programs
- + Design and implement new certificate and credential programs

GOAL
3

Eliminate curricular, policy and structural barriers to enrollment and retention

1.3 Objectives

- + Grow pipelines into graduate programs
- + Upgrade technology to support student advising, scheduling and degree audits
- + Expand dual-enrollment partnerships
- + Evaluate curricular requirements for majors and create a process to eliminate challenges to transfer admission and retention
- + Expand partnerships for seamless transfer pathways

GOAL
4

Increase our brand and name recognition as a premier, private, Catholic, Hispanic-Serving Institution in the Midwest known for the social mobility of its graduates

1.4 Objectives

- + Become the leader of a network for culturally responsive ministry
- + Build systematic engagement of community organizations throughout the region for brand recognition and enrollment drivers
- + Create cohorts of students for recruitment and retention related to our vision and identity



STRATEGIC PRIORITY 2

Ensure student success in degree completion and career outcomes



Our Catholic, Sinsinawa Dominican-sponsored mission calls us to transform our students' lives through responsive educational experiences and pathways to careers, firmly grounded in a community that is welcoming, inclusive, and engaging.

By strengthening the campus climate, including building an enhanced infrastructure to promote our HSI identity, we will nurture an anti-racist community in which every member is empowered to succeed and belong.

Acknowledging that the ability to persist is often impacted by many factors, including students' social determinants of health, Dominican University will focus on analyzing student retention needs and how they impact completion rates for Black/African American students. We prioritize a strategic

focus on strategies to improve our retention and four-year and six-year graduation rates for all our students.

We will support and advance our holistic advising framework that recognizes the social determinants of health and wellness—and respond with wraparound supports to address students' academic, personal, and spiritual needs.

We recognize that enhancing the career outcomes of our students depends upon a comprehensive curricular, co-curricular and support services model of career development.

We will address the digital divide and provide equitable access to technology tools and services to ensure all students have the resources they need to succeed.





GOAL 1 Become a leader for persistence and degree completion by eliminating equity gaps

2.1 Objectives

- + Reduce equity gaps in completion for Black, Latinx and Pell-eligible students
- + Enhance the student holistic advising and case management infrastructure
- + Address the digital divide to provide equitable access to technology tools and broadband resources
- + Identify and foster support systems and services to identify and address students' social determinants of health

GOAL 2 Strengthen campus climate and sense of belonging for students and employees by committing to action steps required to become an anti-racist campus

2.2 Objectives

- + Enhance institutional infrastructure to promote and investigate HSI identity, servingness, and campus climate
- + Create increased opportunities for DU faculty, staff, and students to engage in critical self-knowledge and education with a focus on equity, justice, and racial healing
- + Increase the perceptions of BIPOC faculty, staff, and students of Dominican as a welcoming and inclusive campus

GOAL 3 Improve graduates' career mobility and work-place readiness

2.3 Objectives

- + Advance career development services through curricular and co-curricular methods
- + Enhance systems for outreach to employers, service opportunities and graduate programs to increase placement opportunities

GOAL 4 Increase student engagement in campus life to drive recruitment, retention, and alumnae/i engagement

2.4 Objectives

- + Create campus spaces and opportunities that provide engaging campus experiences and a sense of belonging





STRATEGIC PRIORITY 3

Foster responsive and collaborative
community, business, and alumnae/i
relationships

In an interconnected world, organizations that will thrive are ones that recognize the importance of community, collaboration, and connections. Dominican University strives to be a responsive and adaptive partner for businesses, foundations, individuals, alumnae/i and the performing arts community.

We will offer enrollment pathways that respond to changing market needs with curriculum and research that proactively addresses business requirements while preparing our graduates to contribute to the success of organizations.

Recognizing the critical need to innovate in an ever-changing landscape, we will develop opportunities for

engagement that provide entrepreneurs with the training needed to foster continued development in their fields. Our rich history as a liberal arts institution has solidified our understanding that creativity and contemplation are essential elements of a strong organization.

Prioritizing the performing arts as an area where community engagement and reflection is possible, Dominican University aims to be a partner that acknowledges the complexity of the world in which we operate and seeks to be a responsible partner in providing venues for critical creativity and contemplation.





GOAL 1 Create mutually beneficial and sustainable partnerships with educational and mission-fit partners

3.1 Objectives

- + Foster relationships with college access/readiness partners to support students from recruitment through completion
- + Partner with other strategic organizations, including Dominican organizations, for efficiency in resources (i.e., personnel, services, systems, equipment)

GOAL 2 Foster authentic corporate and nonprofit organization partnerships to secure increased opportunity for paid internships, embedded instructional opportunities, student and faculty research, experts in residence, and employment of our graduates and alumnae/i

3.2 Objectives

- + Increase capacity in career development to extend outreach to corporate and nonprofit partners

GOAL 3 Develop and launch a Center for Entrepreneurship to foster entrepreneurial mindsets among Dominican students, to build partnerships with relevant community stakeholders, and to advance minority and women entrepreneurship

3.3 Objectives

- + Launch the Center for Entrepreneurship Diversity and Education
- + Development and implementation plan
- + Engage other majors/programs and external stakeholders beyond the Brennan School of Business in entrepreneurship

GOAL 4 Realize a vision for a revitalized performing arts center to further engage the internal and external community in speakers and the arts

3.4 Objectives

- + Expand opportunities for student involvement in the performing arts
- + Grow alumnae/i and community engagement in the arts and speaker events
- + Increase brand recognition for DUPAC



STRATEGIC PRIORITY 4

Advance the long-term sustainability of Dominican's financial, human, and environmental resources

Dominican University is committed to its sustainability economically, socially, and environmentally to secure its ability to serve its students and community.

Economically, Dominican is building a strong fiscal foundation with balanced budgets and positive operating margins. This will be achieved through market-responsive program development and enhanced technology infrastructure that improves the academic experience and offers operational efficiencies.

Further, Dominican University will aggressively seek external funding, which is central to the ability of the organization to fiscally sustain itself, accomplished through growth in the endowment, unrestricted gifts, and grants.

At the social level, Dominican is committed to creating a diverse, anti-racist, and welcoming environment so that all members of our community can thrive. This will be accomplished through efforts to increase the recruitment, hiring and retention of Black, Indigenous, People of Color (BIPOC) faculty and staff.

At the curriculum level, Dominican will continue to design and implement new curricula that will address sustainability across its majors and programs. Committed to the sustainability of our physical environment, Dominican University will also strive to address sustainability practices throughout our physical plant projects. This will provide our community with a campus that values environmental conservation and sustainability practices.





GOAL 1

Enhance institutional capacity for growth in external funding

4.1 Objectives

- + Strengthen infrastructure to leverage federal and foundation grant opportunities
- + Enhance research and stewardship to build major gift prospects
- + Enhance the infrastructure to increase percentage of alumnae/i giving

GOAL 2

Strengthen faculty and staff recruitment and retention strategies to build a workforce to serve our diverse student body

4.2 Objectives

- + Increase the recruitment, hiring and retention of BIPOC faculty, staff, and administration
- + Increase faculty and staff satisfaction, wellness, sense of belonging, and psychological safety

GOAL 3

Strengthen our operational efficiency for long-term sustainability and affordability

4.3 Objectives

- + Conduct academic program financial analysis based on cost, mission fit, relevance and demand
- + Modernize the technology infrastructure to ensure operational excellence and an effective digital learning infrastructure

GOAL 4

Embrace the principles of Laudato si' to promote our care for the natural environment

4.4 Objectives

- + Increase use of updates to existing buildings and projects that incorporate sustainable and environmentally friendly components
- + Embed curricular content regarding environmental sustainability to equip students with the knowledge and skills to care for our planet
- + Increase co-curricular opportunities in sustainability activities



University Mission Statement

As a Sinsinawa Dominican-sponsored institution, Dominican University prepares students to pursue truth, to give compassionate service, and to participate in the creation of a more just and humane world.