



Gannon University Strategic Plan II: 2008 - 2013



Approved by the Gannon University Board of Trustees
September 28, 2007

October, 2007

Dear Colleagues, Students, Trustees and Alumni:

After almost a year of campus conversations, discussions, and open forums, I am pleased to present *Gannon University's Strategic Plan II: 2008-2013*, which was approved by the Board of Trustees on September 28, 2007. This plan overlaps and builds upon, in some instances, the goals of Strategic Plan I, which began in Fall 2002 and is concluding this academic year. Similar to the Strategic Plan we developed five years ago, Strategic Plan II is not only bold and ambitious, but the goals and objectives are achievable. The five primary goals of the new five-year Strategic Plan are:

- Goal I: Enhance Academic Excellence**
- Goal II: Distinguish the University**
- Goal III: Increase the enrollment of qualified, motivated students**
- Goal IV: Forge key relationships and partnerships**
- Goal V: Establish a culture and practice of innovative strategic management**

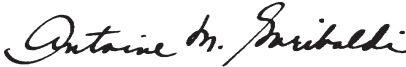
As you read the Strategic Plan II, you will obtain a better sense of the particular areas of focus for each goal and also the specific details of the corresponding objectives. For example, just as we set a goal of reaching 3,700 students by Fall 2008 in the first Strategic Plan, it is our intention to increase Gannon's enrollment to 5,000 students by 2012. And we will continue to enhance Gannon's strong academic programs; promote and support the instructional and scholarly talents of our dynamic faculty; accentuate the distinctiveness of Gannon's Catholic Mission in higher education; strengthen existing and establish new partnerships with alumni and businesses; manage institutional resources efficiently, effectively and innovatively; and utilize a variety of assessment processes to plan and manage change and the future directions of the University.

Because of our collective accomplishments in Strategic Plan I, it is my expectation that we will be able to achieve similar results such as: consecutive "Top Tier" rankings in *U.S. News & World Report's* "America's Best Colleges" between 2005 and 2007 among "Master's-Universities" in the northern sector of the country; three straight rankings in the top 15 of *U.S. News & World Report's* "Great Schools, Great Prices" category; the reaffirmation of Middle States Accreditation in 2003; the establishment of Gannon's Center for Excellence in Teaching and Learning as a result of a five-year \$1.824 million Title III grant from the U.S. Department of Education, the largest grant in Gannon's history; the publication of an updated version of *On Catholic Identity*, which focuses on the five key traits of our Mission:

Respect, Service, Community, Sacramentality, and Dialogue between Faith and Reason; steady increases in faculty and staff compensation between 2002 and 2007; raising an average of more than \$1 million in the Annual Fund drives over the last five years, as well as \$26 million, or 86%, of the \$30 million goal of *The Power To Transform Comprehensive Campaign*; the largest number of students (4,134) in 15 years, and the highest-ever graduate (1,405) and international (309) enrollments in Fall 2007; the doubling of the University's endowment from \$18 million in 2002 to \$37.5 million at the end of FY07; and, most importantly, the numerous academic accomplishments of our undergraduate and graduate students over the last six years and the 51,000 hours of volunteer service they provided to the youth and adults of Erie County, other cities in America, and around the world.

I want to thank you and all of the members of the Strategic Plan II Task Force who met, along with me, more than two dozen times to develop this important document. Those members are: Dr. David Barker, Ms. Susan Black-Keim, Dr. Michael DeSanctis, Dr. Timothy Downs, Dr. Stephen Frezza, Sister Michele Healy, Mr. Ron Kerman, Trustee Thomas Loftus, Ms. Jennifer Mailey, Dr.Carolynn Masters, Mr. Ward McCracken, Dr. Rick Prokop, Fr. Nicholas Rouch, Mr. Richard Sukitsch, Dr. Keith Taylor, and Mrs. Linda Wagner. With your continued contributions, cooperation and assistance, we will achieve all of the goals of Strategic Plan II, and the unexpected exciting opportunities that will become available over the next five years. ***Believe in the possibilities!***

Sincerely,


Antoine M. Garibaldi, Ph.D.
President



**Gannon University's
Strategic Goals: 2008 – 2013
October 2007**

Gannon University Strategic Vision Statement

In five years, Gannon University will have developed a purposeful, data-driven assessment-based approach to education, where learning is emphasized inside dynamic classrooms and applied through practical experiences outside the classroom. Gannon's primary curricular focus will be exceptional professional education integrated with rigorous liberal learning, which will foster individual leadership, service and innovation. Gannon's students, faculty and staff will actively engage in learning in their disciplines and in the local, regional, national and global communities.

I. Enhance Academic Excellence: Gannon will build upon its unique strengths and create a structure and dynamic environment to provide exceptional, innovative professional education integrated with rigorous liberal learning that emphasizes synthesis of knowledge through experience. (Primary person with lead responsibility for implementation: Provost and Vice President for Academic Affairs)

Primary Objectives:

- a. Create an efficient and effective three-college academic organizational structure with one college emphasizing the Health Professions in order to maximize the strengths of and synergies between the major academic areas and to facilitate interdisciplinary collaboration.
- b. Establish excellence and innovation in each academic program and capitalize on and claim Gannon's competitive niche in health professional education and in the regional graduate professional education market.
- c. Emphasize synthesis and engagement through the inclusion of experiential education, service-learning and professionally-oriented community-based learning in each curriculum.
- d. Define liberal learning at Gannon and integrate the core tenets into all undergraduate and co-curricular experiences, thereby ensuring a comprehensive representation of the Catholic intellectual tradition.
- e. Become an employer of choice in the academic community to attract and retain highly qualified, dynamic and innovative faculty and staff.

II. Distinguish the University: Gannon will be recognized for its academic excellence and uniqueness as a Catholic institution of higher education while committing itself to enhancing its diversity and global perspective.

(Primary persons with lead responsibility for implementation: Vice President for Mission and Ministry, Executive Director of University Marketing, and Director of Public Affairs and Communications)

- a. Define and promote Gannon's academic excellence, particularly in health professional education, graduate professional education and in the design and delivery of an integrated learning experience.
- b. Achieve regional and national awareness and prominence of academic excellence and maintain Gannon's commitment to the Catholic tradition.
- c. Internationalize the University by creating an environment of cultural diversity through coordinated programs that strengthen students', faculty's and staff's global awareness and the requisite skills for contributing fully as world citizens.
- d. Strengthen the integration of the Catholic intellectual tradition in curricula, marketing and partnerships.
- e. Become an acknowledged and active participant in regional ecumenical efforts.
- f. Ensure that Gannon will continue to have the human resources to support a vibrant Catholic education in the next generation.
- g. Increase the Mission-oriented development of students, faculty and staff based on the Catholic intellectual tradition, including Catholic social teaching.

III. Increase the enrollment of qualified, motivated students: Gannon will increase its enrollment through strategic recruitment practices and enhanced retention initiatives as it capitalizes on its strengths in undergraduate and graduate programs and co-curricula leading to careers, advanced studies and professional development.

(Primary persons with lead responsibility for implementation: Dean of Enrollment Services and Provost and Vice President for Academic Affairs)

- a. Increase the University's total undergraduate, graduate and high school dual enrollment to 5,000 by 2012.
- b. Increase four-year and five-year graduation rates to 53% and 69%, respectively, by 2012.
- c. Increase freshman-to-sophomore and sophomore-to-junior student retention rates to 85% and 76%, respectively, by 2012.
- d. Increase the racial, cultural and geographic diversity of the undergraduate and graduate student populations, and enhance the coordination of international student recruitment.
- e. Expand entrepreneurial program delivery through distance education and satellite or extension campuses.

IV. Forge key relationships and partnerships: Gannon will strengthen the University's Alumni network through the National Alumni Board's engagement with the local, regional and national Alumni community. Gannon will also enhance its economic, educational, cultural, civic and professional relationships with leaders in the economic, educational, cultural, civic and professional community. *(Primary persons with lead responsibility for implementation: Vice President for University Advancement and Provost and Vice President for Academic Affairs)*

- a. Establish a comprehensive plan to strengthen existing Alumni relationships and to establish new Alumni partnerships.
- b. Identify and promote prestigious Alumni achievements.
- c. Increase the efforts of Alumni Services to establish long-term relationships with current students as well as Gannon and Villa Maria graduates.
- d. Encourage increased Alumni financial contributions in support of the University's priorities.
- e. Enhance Gannon's partnership with community leaders in areas related to the University's interests.

V. Establish a culture and practice of innovative strategic management: Facilitate innovation, forward thinking, continuous improvement, financial efficiency, increased voluntary support, enhanced facilities and creative and entrepreneurial activity by consistently and universally applying comprehensive, rigorous outcomes-based planning, assessment, and management approaches. *(Primary persons with lead responsibility for implementation: Vice President for Finance and Administration and Vice President for University Advancement)*

- a. Promote comprehensive, rigorous outcomes-based program assessment as a central feature of the Gannon culture and key decision-making.
- b. Integrate fully budget planning, strategic planning, and assessment processes.
- c. Expand and enhance campus facilities to maximize support for all teaching, working, learning and student life environments.
- d. Increase the endowment through strong earnings with a reasonable amount of risk and reduce the spending draw to a fiscally conservative rate.
- e. Improve Gannon's financial liquidity by monitoring current debt and growing cash reserves.
- f. Increase financial resources by implementing another comprehensive campaign to support the Strategic Plan II goals.
- g. Increase career and professional development opportunities for students, faculty, staff and alumni.
- h. Increase the inclusion of personal leadership development opportunities/ experiences in Gannon's curricula and co-curricular activities.

The Mission of Gannon University

Gannon is a Catholic, Diocesan, student-centered University which provides for the holistic development of undergraduate and graduate students in the Judeo-Christian tradition. As such, it offers each student outstanding teaching and a value-centered education in both liberal arts and professional specializations, in order to prepare students for leadership roles in their careers, society and church. The University faculty and staff are committed to excellence and continuous improvement in teaching, learning, scholarship, research and service. The University's environment is to be one of inclusiveness and cultural diversity.



A large graphic of a sunburst or fan shape, composed of many thin, overlapping rays of varying shades of orange and yellow, radiating from the right side of the page towards the left. The rays are most concentrated on the right and become more sparse and lighter as they move towards the left.

GANNON
UNIVERSITY

www.gannon.edu