

**FOSTER  
INNOVATION  
ENGAGE  
IN THE  
COMMUNITY  
DEVELOP A  
WORLDVIEW**

2013-2017  
GANNON UNIVERSITY  
STRATEGIC PLAN

# FOSTER INNOVATION COMMUNITY DEVELOPMENT

## OUR MISSION

Gannon is a Catholic, Diocesan university dedicated to excellence in teaching, scholarship and service. Our faculty and staff prepare students to be global citizens through programs grounded in the liberal arts and sciences and professional specializations. Inspired by the Catholic Intellectual Tradition, we offer a comprehensive, values-centered learning experience that emphasizes faith, leadership, inclusiveness and social responsibility.

## VISION 2013-2017

GANNON WILL BE NATIONALLY RECOGNIZED FOR EDUCATING SOCIALLY RESPONSIBLE WORLD CITIZENS THROUGH ENGAGEMENT AND INNOVATION.

Gannon will be known as a leader in:

offering innovative academic programs that are connected to community needs and focused on creating public impact;

promoting student learning such that graduates embrace their roles and responsibilities as world citizens; and

fostering a culture of creativity and continuous improvement to ensure excellence, efficiency and financial sustainability.

# LEARN, ENGAGE IN THE COMMUNITY, DEVELOP A WORLDVIEW

In developing a forward-looking strategic plan, Gannon University honors its tradition as a Catholic university, measuring its success by how and whom it educates and serves. We recognize that, now more than ever, quality U.S. higher education must be affordable and accessible, and must benefit the public good. Gannon is committed to transforming the economic, social and cultural vitality and well-being of our community. In doing so, we will embrace innovation and change with optimism. To be competitive in a rapidly evolving, global higher education environment, new approaches will be pervasive in our organizational culture and new methods and technologies will be integrated into our teaching, program design and delivery. Wherever Gannon students engage in learning, we will intentionally link student learning with the communities we serve, and expand our context for education to a worldview.

The *Strategic Plan 2013-17* will provide the foundation for Gannon's focus on preparing students to be successful in today's world and tomorrow's. To achieve its vision, Gannon University will utilize best practices to transform its academic and administrative operations and will support and provide incentives for the creative and entrepreneurial work of University community members. The key goals of this *Strategic Plan 2013-17* are to: **Foster Innovation, Engage in the Community, and Develop a Worldview.**

These three goals flow from the progress made in the current strategic plan, the four pillars that opened the planning discussions within the University (student leadership and success, faculty excellence in teaching and scholarship, community engagement, and global competence), and careful analysis of feedback from a broad variety of sources regarding demographic changes, occupational and market forecasts, students' expectations and opinions, faculty interests and insights, and associated benchmarked data.

It will be critical for Gannon to be nimble in response to the ever-changing social and economic landscapes of the global market. Thus, our success will require keen alignment of our efforts and resources with the attainment of a focused set of goals. The *Strategic Plan 2013-17* outlines essential strategies centering on **Learning, Effectiveness** and **Growth** that must be efficiently implemented for Gannon to realize its vision.

**Learning** is at the heart of our mission and is central to our purpose as individuals and to achieving increased effectiveness and growth across the University.

**Effectiveness** and efficiency are hallmarks for continuous assessment that will create change through innovative, cost effective adjustments in the educational experience.

**Growth** in quality, size and reach will be critical mechanisms for advancing our position in a rapidly changing higher education marketplace. The quality and value of our programs are the foundations for our successful growth.

# FOST



## TEACHING AND ENGAGEMENT FOR LEARNING

Enhance instructional methods and expand available learning technologies.

## PROCESS IMPROVEMENT FOR INSTITUTIONAL EFFECTIVENESS

Revise institutional processes to be responsive to changing environments.

## MARKET AND DELIVERY FOR **GROWTH**

Expand educational reach through alternative delivery (online, hybrid, remote sites, etc.) and new and enhanced academic programs.

# ER INNOVATION *goal one:*

TO ENHANCE AND EXPAND INSTRUCTIONAL METHODS, LEARNING TECHNOLOGIES, AND UNIVERSITY PROCESSES—TO IMPROVE EXISTING PROGRAMS AND REACH EMERGING PROGRAM MARKETS—TO FACILITATE CREATIVE THOUGHT, DYNAMIC RE-IMAGINATION, RISK-TAKING AND TALENT DEVELOPMENT.

Gannon will foster an entrepreneurial and creative approach in all aspects of the University. As it relates to **learning**, investments in faculty development and research enterprises will be required to facilitate transformation in instructional methods and promote collaborative scholarly work. As each new generation of learners enters Gannon, teaching and delivery models will be adapted to individual learning styles and to the target market. Faculty and staff will assess transformational techniques and integrate them into their teaching, scholarship and programming so that **effectiveness** and efficiency are central considerations in accomplishing the intended teaching and learning goals. Additionally, new approaches to ensure access and affordability for a student population that is increasingly diverse will be developed and implemented.

In the future, nearly 80 percent of the fast-growing and increasingly diverse U.S. population will be clustered in a small number of regions. Our region is not one of those projected for growth and therefore, delivery of a high-quality Gannon education that appeals to a diverse population of students in Erie and in other regions of the country is imperative. Innovation-driven **growth** will involve systematic exploration of new educational markets and instructional sites that can be served via traditional, online and hybrid delivery

methods. Innovative development of accessible programs, flexible instructional approaches, faculty and staff expertise, and University infrastructure will be exploited to enhance current programs and launch new signature programs that establish a Gannon brand presence in growing locations throughout the U.S.

Gannon will respect its Mission and traditions, recognize and build upon its strengths, and embrace innovation and transformative approaches with optimism and enthusiasm to be successful in the evolving higher education environment. Expanding Gannon's educational reach and strengthening the quality of our educational experience will produce resources critical to encourage initiative, reward success, support faculty and staff development, and enhance the facilities and infrastructure of the Erie campus.

## **SUCCESS MEASURES**

Gannon's success in fostering innovation will be measured by online delivery and alternative site enrollments, new program enrollments, faculty development investments, new technology investments, return on initiatives, resource reallocation and process improvements.

# ENGAGE IN THE



## TEACHING AND ENGAGEMENT FOR LEARNING

Increase integration of experiential learning into the curriculum, emphasizing deeper learning and civic responsibility.

## PROCESS IMPROVEMENT FOR INSTITUTIONAL EFFECTIVENESS

Focus efforts on strategic community change initiatives in Erie.

## MARKET AND DELIVERY FOR **GROWTH**

Support Pre-K to 12 education (Diocesan, Erie and regional school districts) in preparing a diverse student population for post-secondary education.

# THE COMMUNITY *goal two:*

TO EXPAND AND ALIGN EXPERIENTIAL LEARNING WITH COMMUNITY IMPACT ACROSS THE ERIE-GAINS NEIGHBORHOOD, THE ERIE DIOCESE, AND THE REGION—TO FOSTER COMMUNITY AND UNIVERSITY WELLNESS AND REVITALIZATION.

Gannon's Catholic Identity is in part expressed through its commitment to social responsibility and justice. We can bring the importance of our Catholic Intellectual Tradition to life through increased focus on experiential learning and scholarly work in the local and regional community. University-community partnerships provide a fertile and accessible environment for application of knowledge and skills acquired in the classroom. Faculty, staff and students will integrate active **learning** into curricular and co-curricular programming. As a result, the faculty-student learning partnership will deepen as well as meet essential needs of the community members and organizations in our urban center and across our diocese and the region. The faculty will determine appropriate best-practice approaches to be utilized across disciplines, such that each student gains direct exposure to pressing societal issues and prepares them for successful personal and professional lives after graduation. This community connection will also be **effective** in facilitating faculty scholarly work and engaging our talented faculty and staff in creating solutions to important regional challenges.

Gannon's engagement in the community is an active demonstration of our commitment to our defining elements of community, service, and respect. It also exposes the community to the talent and character of our students and faculty, and to the quality and value of our Catholic University. The success and stability of our region are fundamental to Gannon's long term vitality.

Strategic community partnerships support program development and **growth**, faculty and student scholarly work, and the fulfillment of the University Mission. For example, applying its expertise in primary and secondary education, Gannon students and faculty will lead the transformation of the education system, and will support the University's goal to recruit students who mirror the diversity of our community. Engagement will touch every aspect of the University as Gannon works to identify key change initiatives such as health improvement, economic development, cultural vitality and environmental sustainability.

## **SUCCESS MEASURES**

Gannon's success in community engagement will be measured by experiential learning participation, Erie-GAINS involvement, community partnerships, student diversity, community impact, economic impact and charitable dollars raised.

# DEVELOP



## **TEACHING AND ENGAGEMENT FOR LEARNING**

Infuse an international perspective into the curriculum, and cultural competency into co-curricular programming and administrative functions.

## **PROCESS IMPROVEMENT FOR INSTITUTIONAL EFFECTIVENESS**

Increase student engagement and retention.

## **MARKET AND DELIVERY FOR **GROWTH****

Expand recruitment, retention and success of international students.

# A WORLDVIEW *goal three:*

TO ENHANCE MULTICULTURAL LEARNING OPPORTUNITIES—TO PREPARE STUDENTS, FACULTY AND STAFF TO BE COMPETITIVE, SOCIALLY RESPONSIBLE WORLD CITIZENS—TO INCREASE RECRUITMENT AND RETENTION OF STUDENTS WHO EMBRACE RESPECT, OPEN DIALOGUE AND A GLOBAL PERSPECTIVE.

Rapidly changing regional, national and international demographics, coupled with evolving learner expectations and behaviors, shape the global higher education landscape. Enhanced use of technology, alternative delivery models and collaborations with education and business partners can eliminate geographic and other barriers to access, and enhance the quality of the Gannon educational experience. The University will build on and exploit its strength in the international arena as a means to grow and to enhance multicultural exposure and perspectives at our Erie campus. Gannon will integrate into the learning environment expanded immersion opportunities abroad for students, faculty and staff. Such experiences are powerful vehicles for developing awareness and respect for diverse cultures and faith traditions, and for garnering skills required to be successful in a world community and a global workplace.

As it relates to **learning**, Gannon will heed the universality of its Catholic Tradition to infuse a global perspective throughout each student's education. Curricular and co-curricular programming will contain elements of cultural awareness and interfaith dialogue and understanding that become defining aspects of Gannon's Catholic Intellectual Tradition and the Gannon experience.

Many students and faculty seek opportunities to engage in immersion experiences abroad, and those who participate return with a deepened sense of the importance and value of the exploration. Those students are also much more likely to persist

in their education at Gannon, find success after graduation, and develop a deeper understanding of social responsibility. Faculty and staff will also gain from this exposure on a personal as well as a professional level through opportunities such as scholarly collaboration. Gannon's **effectiveness** in establishing a culture of curiosity and engagement in international activities will require the involvement of and support for all aspects of the University.

Gannon's approach to preparing its community members as socially responsible world citizens will include a targeted increase in the number of international students. In concert with the growing diversity in Gannon's domestic student population, expanding the global cultural mix of students will provide all Gannon students the opportunity to interact with people from around the world while at the Erie campus, future alternative sites and/or online. This **growth** will directly increase enrollment, the breadth and depth of learning, and the exposure of a growing world population to the Gannon name. It will also bolster efforts to secure international partnerships and financial and other resources necessary to maintain and expand the quality of education in Erie and beyond.

## **SUCCESS MEASURES**

Gannon's success in developing a worldview will be measured by student learning outcomes, study and service abroad, student retention, graduation rates, student engagement, career and graduate school placement, and international enrollment.

# GOALS



The strategies and initiatives that underpin the *2013-2017 Strategic Plan* will focus on integrating the critical elements of **learning**, **effectiveness** and **growth** into every operational plan and activity of the University. This foundational work will not only ensure that Gannon meets its four-year strategic goals to Foster Innovation, Engage in the Community, and Develop a Worldview but will establish a lasting culture of innovative, analytical, and entrepreneurial thought and behavior. Continuous assessment, the engagement of every member of the Gannon community, and a keen eye toward the University Mission will be required for Gannon to be recognized as the great Catholic university that it has become.

# 2013-2017 GANNON UNIVERSITY STRATEGIC PLAN AND INITIATIVES

	goal one <b>FOSTER INNOVATION</b>	goal two <b>ENGAGE IN THE COMMUNITY</b>	goal three <b>DEVELOP A WORLDVIEW</b>
	To enhance and expand instructional methods, learning technologies, and University processes—To improve existing programs and reach emerging program markets—To facilitate creative thought, dynamic re-imagination, risk-taking and talent development.	To expand and align experiential learning with community impact across the Erie-GAINS neighborhood, the Erie Diocese, and the region—To foster community and university wellness and revitalization.	To enhance multicultural learning opportunities—To prepare students, faculty and staff to be competitive, socially responsible world citizens—To increase recruitment and retention of students who embrace respect, open dialogue and a global perspective.
Teaching and Engagement for <b>LEARNING</b>	Enhance instructional methods and expand available learning technologies.	Increase integration of experiential learning into the curriculum, emphasizing deeper learning and civic responsibility.	Infuse an international perspective into the curriculum, and cultural competency into co-curricular programming and administrative functions.
Process Improvement for Institutional <b>EFFECTIVENESS</b>	Revise institutional processes to be responsive to changing environments.	Focus efforts on strategic community change initiatives in Erie.	Increase student engagement and retention.
Market and Delivery for <b>GROWTH</b>	Expand educational reach through alternative delivery (online, hybrid, remote sites, etc.) and new and enhanced academic programs.	Support Pre-K to 12 education (Diocesan, Erie and regional school districts) in preparing a diverse student population for post-secondary education.	Expand recruitment, retention and success of international students.
Success <b>MEASURES</b>	<p><b>LEARNING</b></p> <ul style="list-style-type: none"> <li>• Support for faculty development</li> <li>• New technology investment/use</li> </ul> <p><b>EFFECTIVENESS</b></p> <ul style="list-style-type: none"> <li>• Communications improvements</li> <li>• Process improvements</li> <li>• Net revenue per student</li> <li>• Return on new initiatives</li> <li>• Reallocation/reinvestment</li> </ul> <p><b>GROWTH</b></p> <ul style="list-style-type: none"> <li>• New programs, online, and alternative site(s) enrollment</li> </ul>	<p><b>LEARNING</b></p> <ul style="list-style-type: none"> <li>• Experiential learning participation</li> <li>• Erie-GAINS involvement</li> </ul> <p><b>EFFECTIVENESS</b></p> <ul style="list-style-type: none"> <li>• Community needs impact</li> <li>• Economic impact</li> <li>• Charitable dollars raised</li> </ul> <p><b>GROWTH</b></p> <ul style="list-style-type: none"> <li>• Diversity (domestic)</li> <li>• Partnership development</li> </ul>	<p><b>LEARNING</b></p> <ul style="list-style-type: none"> <li>• Study/service abroad participation</li> <li>• Liberal studies learning - diversity outcomes</li> <li>• Graduate learning outcomes</li> </ul> <p><b>EFFECTIVENESS</b></p> <ul style="list-style-type: none"> <li>• Student retention</li> <li>• Student engagement on campus</li> <li>• Career/job placement rates</li> <li>• Graduation rates</li> </ul> <p><b>GROWTH</b></p> <ul style="list-style-type: none"> <li>• International student enrollment</li> </ul>

WWW.GANNON.EDU  
ERIE, PENNSYLVANIA



GANNON  
UNIVERSITY

*Believe in the possibilities.*