

RENEWING | BROADENING
our purpose | our impact

The Strategic Plan for St. John Fisher College · 2018-2023



Concise Mission Statement

St. John Fisher College is a collaborative community dedicated to teaching, learning, and research in a student-centered educational environment. The College is guided by its liberal arts tradition and its Catholic heritage, as expressed in the motto of its founders, the Basilian Fathers: “teach me goodness, discipline, and knowledge.” Fisher engages individuals in lives of intellectual inquiry, professional integrity, and civic responsibility, where diversity and service to others are valued and practiced.

(adopted by the Board of Trustees, June 2012)

All College Learning Outcomes

Inquiry and Analysis

Fisher students will engage in the systematic process of exploring issues, concepts, and artifacts through the collection and analysis of evidence that results in informed discussions, conclusions, and actions, and they will incorporate these methodologies and habits into their approaches to problem solving.

Ethical Reasoning

Fisher students will acquire the theoretical knowledge and problem-solving skills necessary to discern the ethical aspects of a situation so that they will produce ethically justifiable positions and take the necessary steps to act morally in academic, personal, and professional contexts.

Written, Oral, and Visual Communication

Fisher students will be able to communicate effectively and persuasively with diverse audiences, for many purposes, using a variety of methods, technologies, and means of composing.

Citizenship and Civic Engagement

Fisher students will be prepared to be active participants in a democracy by applying classroom knowledge to community collaborations.

Diversity, Equity, and Inclusion

Fisher students will understand the sociocultural, historical, and political underpinnings of inequality and injustice, and they will acquire skills and knowledge that will enable them to work effectively across human difference in their personal and professional lives.

Content and Discourse of Field

Fisher students will be grounded in one or more disciplines and will be able to understand and apply the methods and tools of those disciplines to solve problems and to understand a field's relationship to their modes of inquiry.

Collaboration and Leadership

Fisher students will partner with others, in roles varying from team member to leader, to identify, address, and solve complex problems in a constructive and positive manner.

Integrative and Applied Learning

Fisher students will integrate knowledge and skills gained in curricular and co-curricular experiences to synthesize and apply these abilities to novel and/or complex situations.



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1



INTELLECTUAL ENGAGEMENT

St. John Fisher College will revitalize and enrich its curriculum and foster innovative approaches to academic programming that extend its thought leadership to multiple audiences and prepare students to build successful lives of purpose.

Goal 1.1: Develop New Fields and Methods of Inquiry

Implement a responsive and continuous process to review new degree possibilities connected to emerging fields of study and new populations of students.

- a. Engage in environmental scanning for mission-consistent opportunities to develop new fields-of-study, expand current program offerings, and attract new student populations.
- b. Streamline process of curricula review for new and revised programs.
- c. Institute program reviews to enrich existing programs and to accomplish institutional goals.
- d. Evaluate consideration for new programming based on mission consistency, market responsiveness, and fiscal responsibility

Goal 1.2: Grow Programming to Engage Targeted Student Populations

Identify and implement innovative programming to attract students.

- a. Review programs targeting high-achieving students using national best practices and consultant assistance. Provide recommendations for growing these programs and opening opportunities for more students and faculty.
- b. Develop new undergraduate to graduate pathways for accelerating degree options.
- c. Expand opportunities for students to engage in a variety of High Impact Practices including international education, internships, capstone experiences, and student research.
- d. Increase access to existing programs by targeting new populations and maintain our access mission to attract a wide array of students.



Goal 1.3: Design a Distinctive General Education Program

Design and implement a distinctive general education program rooted in our mission in order to prepare our students for 21st century success.

- a. Revise All College Learning Goals to identify outcomes and to reflect both mission and current educational contexts.
- b. Link High Impact Practices to the general education program where appropriate.
- c. Design a general education program that accommodates various pathways students take to graduation.

Goal 1.4: Revitalize our Liberal Arts Tradition

Revitalize our liberal arts mission, linking it to the 21st century context and emerging social needs.

- a. Maximize the applied liberal arts as a means to prepare students for the demands of a rapidly changing and diverse society.
- b. Explore the ways in which the liberal arts support productive careers in a rapidly changing economic environment.
- c. Link the liberal arts to our community engagement efforts.

Goal 1.5: Extend Thought Leadership

Expand our thought leadership in multiple ways and to multiple audiences.

- a. Create centers and institutes focusing on areas of institutional core competencies.
- b. Further develop efforts to support community leadership in sustainability, to infuse sustainability into the curriculum, and to implement sustainable practices.
- c. Host conferences that highlight expertise and advance institutional reputation.
- d. Provide professional development services to external constituents.
- e. Secure the resources needed to aid in the recruitment and retention of faculty who serve as thought leaders in their fields.
- f. Identify and implement innovative ways to achieve institutional goals.





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2



STUDENT SUCCESS

St. John Fisher College will design a robust living and learning environment and an integrated system of student support that creates transformative opportunities to develop leaders for the future.

Goal 2.1: Improve Academic Student Success

Support student success in a comprehensive manner from orientation to graduation.

- a. Build comprehensive degree pathways and multi-semester course schedules to promote student success.
- b. Integrate and enhance systems that support student achievement.
- c. Establish a student success center that brings together the broad array of academic support services provided to students.
- d. Analyze retention, graduation, and employment data to continuously improve and build on current strengths.

Goal 2.2: Maximize Co-Curricular Learning

Optimize student learning by supporting the shared goals of student success and development.

- a. Develop learning outcomes for the student affairs division and assess annually to guide programs and services.
- b. Enhance learning opportunities for students participating in clubs, organizations, arts, and honor societies through more intentional collaborations.
- c. Maximize opportunities created by a robust commitment to intercollegiate athletics.
- d. Develop systematic use of E-Portfolios for the documentation and enhancement of student learning outside of the classroom.



Goal 2.3: Develop Integrated Approaches to Support the Whole Student

Intentionally integrate efforts of enrollment management, academic, student, and alumni affairs to support the whole student.

- a. Create and implement the Fisher Edge, an integrated approach to team-based advising, academic achievement, and career exploration supported by a comprehensive use of technology.
- b. Enhance our efforts to support personal development, wellness education, and financial literacy.
- c. Through collaboration among Alumni Relations, Academic Affairs, and Student Affairs create meaningful connections between students and alumni.
- d. Streamline administrative student services that support student success and leverage technology to meet students' transactional needs while building capacity for meaningful interactions and interventions.

Goal 2.4: Construct and Enhance Facilities to Support Student Learning

Create facilities that provide a sense of community and support student learning, retention, and recruitment.

- a. Link facility planning to institutional goals, student needs, and learning objectives.
- b. Apply appropriate design principles and sustainability goals to capital projects, including those in residence halls, academic spaces, athletic facilities, the library, and the campus center.
- c. Align facilities and space needs with the College's comprehensive fundraising campaign goals.
- d. Create environments where students from different backgrounds, clubs and organizations can interact in informal ways.



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3



COMMUNITY ENGAGEMENT

St. John Fisher College will serve as an anchor institution by engaging in purposeful and mutually beneficial partnerships to develop enriched learning opportunities and to broaden its impact in the Rochester area and beyond.

3.1: Formalize our Commitment to Civic and Community Engagement

Create an institute to provide leadership for community engagement work, to expand our efforts as an anchor institution, and to achieve institutional goals.

- a. Through sustained leadership, set a platform to facilitate transformational community engagement experiences for students, faculty, staff, and alumni.
- b. Advance our efforts to be more clearly identified as an anchor institution.
- c. Promote and expand our efforts to provide training for non-profit board leadership and to support the non-profit sector.
- d. Assess the impact of community engagement on the institution and ascertain the community's perception of the College's community engagement efforts.

Goal 3.2: Expand Mutually Beneficial Partnerships

Implement new and expand existing mutually beneficial partnerships, linking campus assets to community needs, in order to expand our impact, research possibilities, and experiential learning opportunities for students.

- a. Develop a sustainable model that links service learning courses, service opportunities, and volunteer efforts to community organizations.
- b. Expand the process for tracking and documenting the needs of community partners and link to our ability to address these needs over time.
- c. Identify community workforce needs and seek to create partnerships to address them.
- d. Identify and expand partnerships that leverage institutional expertise.

Goal 3.3: Implement our Civic Action Plan

Focus on sustained and comprehensive collaborations to expand Fisher's engagement with and positive impact on the Rochester-area community.

- a. Build a Platform Partnership with Connected Communities.
- b. Engage in a collective impact network (ROC the Future) by providing faculty and staff training about collective impact and providing service, research, and volunteer opportunities to interested students.
- c. Create a Signature Model by developing service learning courses in all majors to maximize students' ability to participate in service learning experiences.

Goal 3.4: Extend our Commitment to our Catholic, Basilian Heritage

Re-conceptualize our Catholic, Basilian heritage by linking it to the needs of the campus and the community.

- a. Preserve and extend our Catholic heritage and our ecumenical orientation.
- b. Promote service as an extension of our common humanity and a commitment of a responsible citizen.
- c. Incorporate the chapel into the ongoing life of the campus.





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4



EQUITY, INCLUSION, AND COMMUNITY

St. John Fisher College will cultivate an equitable, inclusive learning and working environment that attracts, retains, and supports a diverse community of lifelong learners to positively impact today's complex, global world.

Goal 4.1: Infuse Principles of Equity and Inclusion into the Campus Community

Demonstrate our renewed commitment to an inclusive campus through programming and other investments.

- a. Infuse equity and inclusion principles into the revised general education program to recognize their importance to a 21st century education.
- b. Apply an equity lens to program reviews to assure fairness and inclusion of diverse materials in the college curriculum.
- c. Increase visibility, coordination, and cross-promotion of diversity and equity initiatives, linking them to curriculum and assessing their effectiveness.

Goal 4.2: Create a More Diverse Community through Recruitment and Retention Efforts

Develop a more diverse and inclusive campus community through recruitment and retention efforts of students, faculty, and staff.

- a. Review current recruitment and retention practices with regard to diversity and benchmark to reflect best practices.
- b. Apply an equity lens to institutional messaging to assess possible impact on diverse populations.
- c. Apply an equity lens to program reviews in terms of staffing.



Goal 4.3: Develop Cultural Competency Skill Sets

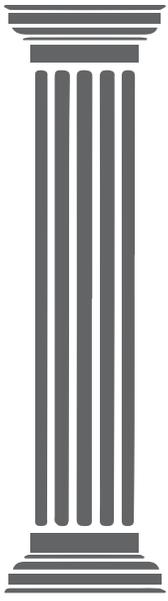
Expand training opportunities for the entire campus community to interact more effectively across a range of cultural backgrounds.

- a. Introduce and/or expand existing diversity and cultural competency programming based on assessment of the College's needs and enlist outside expertise for training if needed.
- b. Expand and support existing opportunities for faculty and staff development and cross-promote diversity efforts between academic and co-curricular offices.

Goal 4.4: Cultivate an Environment that Supports Inclusiveness

Create an environment that seeks to make inclusiveness a natural part of the campus experience.

- a. Promote and enhance formal and informal opportunities, both curricular and co-curricular, for diverse students to make meaningful connections.
- b. Provide a training framework for students seeking community engagement experiences (service-learning, service experiences, etc.).



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5



INSTITUTIONAL EXCELLENCE

St. John Fisher College will promote collaboration, accountability, and communication in order to be responsive to the rapidly changing environment of higher education and extend its mission into the 21st century.

Goal 5.1: Integrate Planning, Assessment, and Budgeting Processes

Coordinate and develop planning and resource management for all divisions to focus on continuous improvement.

- a. Coordinate College, school, and unit strategic planning and assessment practices to inform decision making and achieve institutional goals.
- b. Coordinate resource management processes with budget planning across units and divisions to identify opportunities and respond to challenges.
- c. Work to incorporate sustainable planning and practices to support the economic, environmental, and social sustainability of the College.
- d. Working collaboratively with OIT staff, strategically deploy and leverage existing and emerging technologies to enhance efficiency of processes and improve interactions between and among systems.
- e. Research and identify new approaches to revenue generation.

Goal 5.2: Improve Governance, Reporting, and Communication Processes

Develop and coordinate processes to promote effective communication, campus-wide governance, and reporting.

- a. Develop annual reporting processes that include individual reports for faculty and staff and departmental reports which incorporate the use of assessment results.
- b. Develop a robust college-wide communication plan to expand the visibility of policies, priorities, accomplishments, and contributions.
- c. Implement a clearly articulated and transparent governance structure that outlines roles and responsibilities for campus decision making.
- d. Streamline administrative services and leverage technology to meet transactional needs while building capacity.

Goal 5.3: Support Professional Development of Faculty and Staff

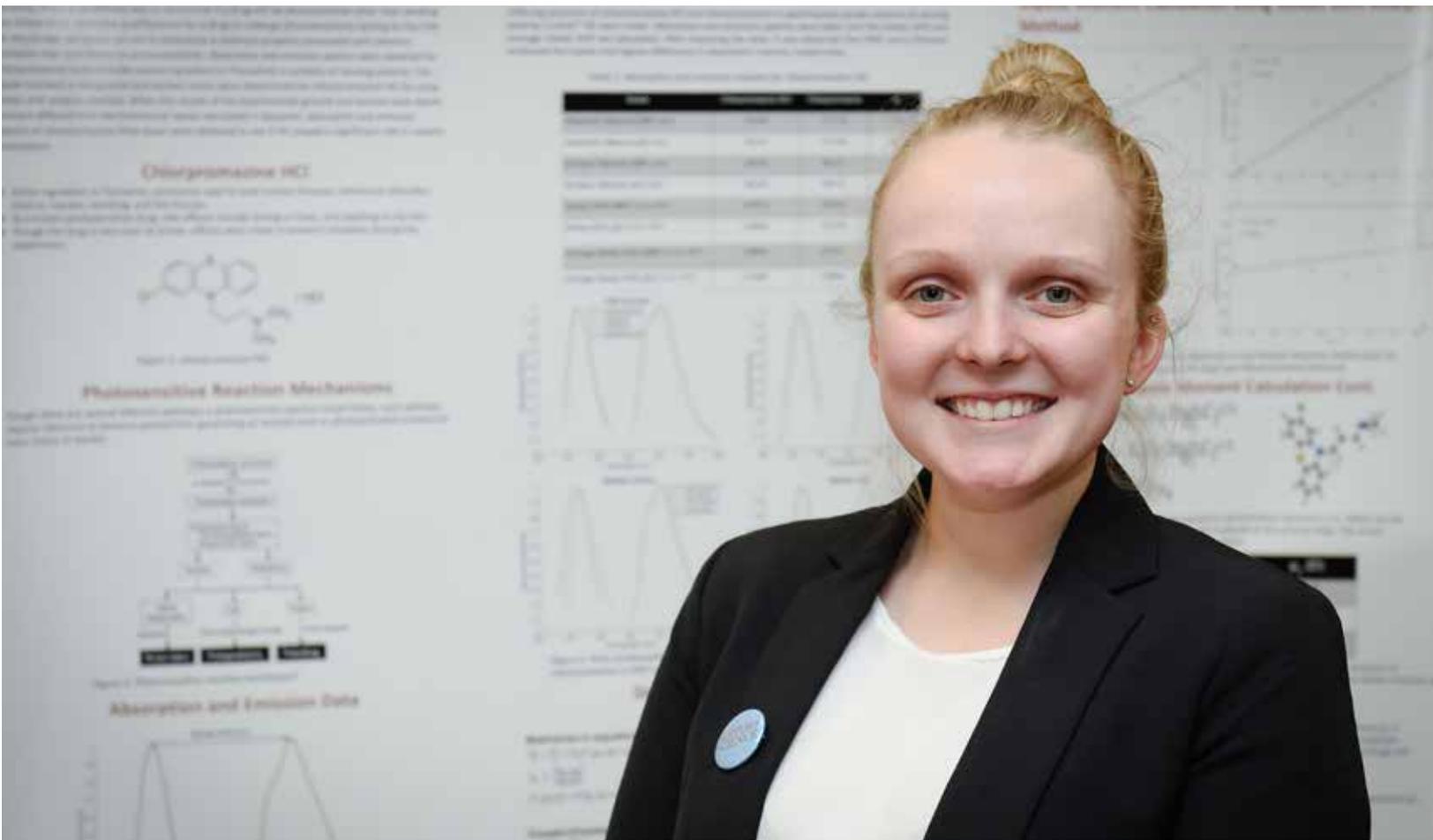
Provide ongoing and sustained professional development opportunities designed to improve the student experience, expand scholarly work, and develop leadership behaviors across campus.

- a. Develop a professional development program for employees in order to build a leadership culture on campus.
- b. Provide opportunities for faculty to analyze current teaching strategies and apply pedagogical transformation efforts.
- c. Support efforts to increase and expand scholarship and research.
- d. Implement compliance training and enterprise risk management to enhance College operations.

Goal 5.4: Build a Model Institutional Advancement Program

Integrate and support best practices in development and constituent engagement across the breadth of the institution.

- a. Develop an alumni relations program focused on lifelong relationships that begin as students and lead to a continuum of rewarding experiences in order to further engagement with and service to the College.
- b. Explore opportunities to engage more deeply with families, community and business leaders, and government officials for the betterment of our students and the entire College community.
- c. Plan and execute the largest comprehensive fundraising campaign in the history of the College in support of this plan and the College's needs and aspirations.



THE FISHER CREED

In order to be active participants in a shared living/learning experience, we bring to Fisher:

RESPECT

for ourselves; for others, their ideas and beliefs; and for our community as a whole.

OPEN-MINDEDNESS

to things that are new, different, and unfamiliar.

INTEGRITY

that will enable us to be honest, sincere, and true to ourselves.

By bringing these qualities to our mutual experience, we help build a community that exemplifies the following values:

DIVERSITY

of cultural backgrounds, personal characteristics, and life situations, all of which we value for their contribution to our community.

RESPONSIBILITY

for individual actions and for their impact on others, and for creating accountability by community members.

EDUCATION

with a commitment to scholarship, academic honesty, and life-long learning.

LEADERSHIP

in an environment that fosters active engagement in our community, displayed through participation, mentorship, and service.

GROWTH

as reflected in continuous personal, intellectual, and spiritual development.

As members of the St. John Fisher College community, we live and work in close proximity, sharing certain needs, interests, and aspirations. Our common goal is personal, communal, and academic development that will allow us to become responsible, committed participants in a large society. By adhering to the personal attributes and values outlined here, we as Fisher students commit ourselves to lives which fulfill the Basilian motto:

Teach me goodness, discipline, and knowledge.



RESPECT

INTEGRITY

Strategic Planning Committee

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