

# WE ARE **CLARKE** UNIVERSITY

## STRATEGIC PLAN



LEARN. LIVE. LEAD. GIVE.



Clarke UNIVERSITY

**Recruit, retain, support, and develop successful students.**

# GOAL 1

## Objective 1.1.

### **Increase participation in CU educational offerings**

#### **Priority Initiatives and Activities**

- 1.1.1. Cultivate additional enrollment in undergraduate and graduate degree programs.
- 1.1.2. Design and implement regional and targeted national community college transfer model (i.e. CC Today, CU Tomorrow).
- 1.1.3. Continue working with local employers and community to refine and maximize enrollment opportunities in CareerPLUS, adult studies, non-credit, and non-degree programming.



## Objective 1.2.

### **Improve student learning**

#### **Priority Initiatives and Activities**

- 1.2.1. Complete and continuously assess Compass for individualized and aggregate impact on student learning through integrated co-curricular experiences.
- 1.2.2. Build upon and sustain the COVID-19 response to systematic faculty development and IT support actions undertaken to ensure consistent and responsive quality of online and in-person instruction alike.
- 1.2.3. Optimize use and impact of the Margaret Mann Academic Resource Center (MARC) and other student success support services as an expectation, not an option for student success.



## Objective 1.3.

### **Participate in and lead initiatives that advance student success**

#### **Priority Initiatives and Activities**

- 1.3.1. Initiate the systematic review and revision of CU retention strategies and emphasize and support high impact practices.
- 1.3.2. Research and respond to student readiness and access; emphasize and support high impact practices.
- 1.3.3. Fully implement, measure, and adapt, as needed, CU's Higher Learning Commission (HLC) Quality Initiative Plan.
- 1.3.4. Maximize opportunities for students to work and learn through federal work-study, on- and off-campus jobs, internships, and cooperative learning experiences that support learning and career readiness.





**Recruit, retain, support, and develop successful employees.**

# GOAL 2

## Objective 2.1.

**Provide a diverse and strategic array of professional development opportunities for all our employees**

### Priority Initiatives and Activities

- 2.1.1. Identify and offer professional development courses and series that support the needs and expectations of our employees.
- 2.1.2. Review and refine staff and administrative job descriptions and evaluation procedures to align with CU career pathways and succession planning.



## Objective 2.2.

**Compose and implement employment policies, procedures and pathways which facilitate employee satisfaction and success**

### Priority Initiatives and Activities

- 2.2.1. Provide employees with fair and equitable compensation and benefits when compared to peer Institutions of Higher Education (IHEs) and employers.
- 2.2.2. Utilize local and benchmarked measures of employee satisfaction and engagement (e.g. Great Colleges to Work For) to inform and revise related CU internal policies, procedures, and practices.
- 2.2.3. Intentionally increase recruitment and retention of diverse employees.



**Optimize institutional effectiveness to provide additional stability and build resiliency for long-term financial health.**

# GOAL 3

## Objective 3.1.

**Promote efficiency and efficacy of human, capital, and fiscal resources**

### Priority Initiatives and Activities

- 3.1.1. Engage fully with alumni, public and private donors, and grantors to sustain support for CU's central role in providing transformative, mission- and values-centered higher education.
- 3.1.2. Seek new, significant recurring revenue streams to help start new programs, reinvent others, and be more responsive to innovation needs.
- 3.1.3. Continuously review endowment and investment strategy and portfolio for sustainable growth opportunities and socially responsible investing (SRI) and environmental, social and governance (ESG) compliance.



## Objective 3.2.

**Review existing organizational structure and revise, as needed, for capacity to support and carry out the strategic plan**

### Priority Initiatives and Activities

- 3.2.1. Working within and across work groups, analyze whether our current structures, procedures, and practices are designed to meet the current and future needs of our students, employees, and stakeholders; adjust and implement changes with transparency, timelines, and accountability.



## Objective 3.3.

**Provide long-term financial stability through multi-year planning and budgeting**

### Priority Initiatives and Activities

- 3.3.1. Provide a framework for long-term maintenance, updates, and repairs to maintain the safety and security of campus infrastructure.





**Cultivate mutually beneficial college, community,  
and employer partnerships and relationships.**

# GOAL 4

## Objective 4.1.

**Increase students' career and community readiness to enhance their competitive advantage and service to Dubuque and beyond**

### Priority Initiatives and Activities

- 4.1.1. Establish and measure CU as a premier Dubuque higher education provider and partner in serving underserved populations with education, service, and access.



## Objective 4.2.

**Identify and develop dynamic, mission-aligned partnerships which encourage cooperation between CU and public and private businesses, education providers, governmental agencies, non-governmental organizations (NGOs), and community-based organizations (CBOs)**

### Priority Initiatives and Activities

- 4.2.1. Actively engage with local economic development offices and other businesses and non-profits.
- 4.2.2. Reestablish and reinvent CU as a Dubuque area center for arts education, performance, and collaboration.



## Objective 4.3.

**Demonstrate individual and institutional commitment to serve our campus and local communities through living our core values and Catholic identity**

### Priority Initiatives and Activities

- 4.3.1. Implement a long-range strategic plan for marketing and communication, which includes a comprehensive brand awareness campaign.
- 4.3.2. Intensify CU external engagement efforts through continuous presentations and presence at community events, volunteer and service organizations, good neighbor activities, and other avenues to build sustainable relationships.





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