THE DOMINICAN STRATEGY
2011 - 2015

Build.
Innovate.
Achieve.
“We are currently preparing students for jobs that don’t yet exist... using technologies that haven’t been invented... in order to solve problems that we don’t even know are problems yet.”

– Karl Fisch
A new era requires a new plan.

Informed by a distinctive mission and vision, Dominican University of California’s Strategic Plan 2011-2015 represents a significant opportunity to engage in institutional transformation and renewal. It outlines the goals and strategies designed to empower the University community through capacity building, accountability, agility, and innovation—goals and strategies that will help Dominican flourish in this new era.

We are committed to providing today’s students with the skills, knowledge, and values they need to be successful, while delivering on the promise of education that Dominican’s founders first envisioned when our institution was established in 1890. As we strengthen the University to serve the needs of tomorrow’s students, we affirm Dominican’s long history of innovative, value-added education and memorable student experiences. This history—and these experiences—speak of our ability to transform while holding firm to the University’s core values.

The Dominican Strategy 2011-2015 is our guide to creating a stronger, agile and more competitive university. Today’s students demand and deserve more and better tools and training, and Dominican is prepared to respond.

Our work begins now. As we build a robust and sustainable institution, we look forward to partnering with you to expand awareness and inspire support. We thank you in advance for demonstrating your commitment to Dominican and, most importantly, the students who represent our future.

John R. Gaulding
Chairman, Board of Trustees

Joseph R. Fink
President
By 2015, we envision Dominican enrolling close to 2,600 students, with the new students being attracted primarily to our Pathways, graduate and teaching credential, international, and online programs. We envision that most of our students will have Dominican as their school of first choice, that nearly all of them will be attracted to Dominican because of its reputation for student learning outcomes and engaged learning experiences, with average graduation rates among the best among peer institutions. We will achieve these as a direct result of the strategic investments that we will make in our workforce, our programs and processes, and our facilities. Through a net cumulative contribution of over $10 million to the University’s reserves, the Strategic Plan will be a vehicle for achieving a financially sustainable university that is fully prepared to face the challenges of the 21st century.
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The mission, core values, and vision are central to The Dominican Strategy and collectively serve as the foundational framework for the University.

**Mission**

Dominican University of California educates and prepares students to be ethical leaders and socially-responsible global citizens who incorporate the Dominican values of study, reflection, community, and service into their lives. Guided by its Catholic heritage, the University is committed to diversity, sustainability, and the integration of the liberal arts, the sciences, and professional programs.

**Core Values**

Since its founding in 1890, Dominican has embraced four core values:

- **Study**: Development of the human intellect based on seeking truth with the goal of sharing knowledge with others.
- **Reflection**: Knowledge of self and greater understanding through the study of one's place in the world.
- **Community**: Development of one's role as an active, contributing member in the world-at-large.
- **Service**: Responding to the needs of others locally and globally.
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Vision

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Stakeholders from all facets of the University – students, faculty, staff, trustees, alumni, and community members – identified nine vision themes that will collectively contribute to us achieving our vision.

**Finacially Sustainable University**

**Reputation for Academic Excellence**

**Student Intellectual and Personal Growth**

**Innovations in Academic Programs**

**Motivated and Developed Faculty and Staff Aligned with Institutional Need**

**Engaged Students and Alumni**

**State-of-the-Art Facilities and Processes**

**Visionary, Effective, and Mission-Driven Leadership and Culture**

**School of First Choice for Students**

For each of the vision themes, specific strategic initiatives were developed to clearly define how we will achieve growth and change. For each initiative, related key performance indicators will provide quantifiable measures.

Some strategic initiatives build our institutional capacity, while others are capitalizing on “blue ocean” opportunities that will further differentiate Dominican and result in our being “internationally recognized.” These initiatives are the priorities for investment.
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- Reputation for Academic Excellence
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- Innovations in Academic Programs
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- Visionary, Effective, and Mission-Driven Leadership and Culture
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- Motivated and developed faculty and staff aligned with institutional need
- Innovation in academic programs
- Student intellectual and personal growth
- Engaged students and alumni
- Financial sustainability

Mission
Vision
Values

- Visionary, effective, and mission-driven leadership and culture
- State-of-the-art facilities and processes
Financially Sustainable University

*Enrollment and retention.* Increase the enrollment and retention of Pathways, graduate, teaching credential, and international students. The student body will grow by 500 in program areas that appeal to the demographics of Marin and adjacent counties but will also have minimal impact on the neighboring community.

*Online academic programs.* A new array of online format classes for degree and continuing education programs will be developed and offered, in particular in Business Management and Health Care Management.

*Broaden engagement in donor cultivation.* Trustees, alumni, University leadership, faculty, and staff will actively participate in the cultivation and stewardship of prospective and current donors.

*Complete fundraising for major capital projects.* Support for the Dominican Heritage and Alumni House (Edgehill Mansion), Field of Dreams, and new Student Union will be garnered.
Reputation for Academic Excellence

*First-Year Experience and General Education programs*. Redesign and offer institution-wide First-Year Experience and General Education programs that will contribute to a strong liberal arts foundation for all students.

*School of Business and Leadership accreditation*. Obtain specialized programmatic accreditation in business administration from the Association to Advance Collegiate Schools of Business.

*Academic quality improvement*. Conduct feasibility studies and develop accreditation plans for academic programs such as art and graphic art, communication, counseling psychology, dance, education, and music.

*Library resources and services*. Expand and modernize library resources and services.
Student Intellectual and Personal Growth

**Career and life planning.** Design an integrated system for career and life planning, internships and placement assistance to ensure that students participate in internships and receive competitive job offers and/or graduate school admission at the time of graduation.

**Student life.** Create a Student Center, living-learning communities, and opportunities for a well-rounded university life, thereby promoting total wellness through the integration of the academic, spiritual, social, emotional, and physical dimensions of student lives.

Innovations in Academic Programs

**Expanded off-campus academic offerings.** Conduct feasibility studies and develop and deploy expansion strategies to offer selected business programs in off-campus and international locations.

**Marketability assessments.** Conduct marketability assessments and develop innovative and new academic programs in an array of fields such as environmental analysis, autism, speech and language, marriage and family therapy, actuarial science, and health information management.
Motivated and Developed Faculty and Staff Aligned with Institutional Need

**Full-time faculty.** Expand our diverse, highly qualified, and student-centered full-time faculty to support programs that demonstrate centrality to mission quality and demand.

**Great place to work.** Create an environment that rewards excellent teaching, research, creative activity, service and other contributions by faculty and staff.

Engaged Students and Alumni

**Engaged learning experiences.** Ensure that all graduating bachelor’s students have had at least three engaged learning experiences and 50% of graduating master’s students have had at least one engaged learning experience. Engaged learning experiences include internships, service-learning, study abroad and undergraduate or graduate student research with faculty.

**Alumni Mentorship and Discovery Project.** Implement Alumni Mentorship and Discovery Project, and externships, thereby creating a base of engaged alumni who would become volunteers and supporters.
State-of-the-Art Facilities and Processes

**State-of-the-art technology.** Provide faculty and staff with current technology and instructional facilities and user-friendly online self-services and business process improvements.

**Campus Master Plan.** Work with the City of San Rafael and Dominican neighborhood to develop a new comprehensive Campus Master Plan.

**Campus-wide greening project.** Develop and adopt sustainability practices, including a transportation plan, leading to a Sustainability Campus Leadership Award from the Association to Advance Sustainability in Higher Education.

Visionary, Effective, and Mission-Driven Leadership and Culture

**Responsibility Center Management (RCM).** Institute RCM to ensure that strategic directives and priorities drive financial and human resource allocation and that entrepreneurial activity of schools is complemented by a collective vision for institutional priorities.

**Assessment practices.** Incorporate a culture of assessment and data-driven continuous improvement across all degree programs.

**Business intelligence.** Transform Dominican into an analytical organization by institutionalizing data analytics, predictive modeling, and performance measurement systems.
School of First Choice for Students

*Internationalization.* Through international partnerships for study abroad, participation in the Fulbright Program, and an inclusive culture, expand our international student body.

*NCAA Division II athletic program.* Achieve full membership in Division II of the National Collegiate Athletic Association (NCAA).

*Website enhancement.* Enhance the content, usability, appearance, and visibility of Dominican’s website.
Central to The Dominican Strategy 2011-2015 are key performance indicators (KPIs) that are quantifiable measures to determine if the strategic initiatives are being successfully implemented.

The KPIs form the foundation of accountability within the University. Each school and department will contribute differently to these measurements – some schools will grow in enrollment, some units will provide exemplary academic support services to students, others will make investments in improving the quality of student life, and all will focus on student retention. The collective actions of the schools and departments will enable Dominican to achieve its overall goals and fulfill its vision to be a school of first choice internationally recognized for its innovative, value-added education and memorable student experiences.

A select group of KPIs have been developed into a dashboard to facilitate the ability of the Board of Trustees and other stakeholders to easily assess our success with the implementation of The Dominican Strategy.
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The University community came together to think strategically about the future and how to build the capacity required to achieve a higher level of excellence, competitiveness, and distinctiveness. Hundreds of hours of consultation with students, faculty, staff, administrators, and trustees resulted in the development of a comprehensive strategic plan complete with a new mission and vision, core vision themes, strategic initiatives, key performance indicators, and implementation plan. Now, it is time to live the plan. The execution of the plan will involve the active participation by the full campus community. The School of Arts, Humanities and Social Sciences, the School of Health and Natural Sciences, the School of Education and Counseling Psychology, the School of Business and Leadership and all academic and administrative support departments have developed Action Plans that articulate the tactical approach, the key leadership, and the resource needs for each strategic initiative. Achievement of the Key Performance Indicators (KPIs) and strategic initiatives will be closely monitored by an Implementation Task Force, Board of Trustees Executive Committee, and full Board on a quarterly, semi-annual, and annual basis, respectively.
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Board of Trustees Chair John R. Gaulding and President Joseph R. Fink would like to thank everyone who helped craft The Dominican Strategy 2011-2015, including the members of the Board of Trustees, the Strategic Planning Committee, and the many faculty, staff and students who helped envision the University’s future. The collaborative, inclusive, and creative spirit that is inherent to the Dominican values was infused in the development of the plan.

Strategic Planning Committee members:

- Timothy Blackburn, Chair, Board of Trustees
- Andrew Barowsky, Member, Board of Trustees
- Mary Jane Burke, Member, Board of Trustees
- Luis Calingo, Executive Vice President and Chief Academic Officer
- Mel Croner, Member, Board of Trustees
- Joseph R. Fink, President, Dominican University of California
- Barbara Ganley, Master of Science in Nursing Program Director
- John Gaulding, Member, Board of Trustees
- Katherine Henderson, Director, OLLI and Pathways Programs
- Peter Jacobi, Member, Board of Trustees
- Maureen Keefe, Vice President for External Relations
- Renée Knee, Assistant to the President, Trustee Liaison
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- Phil Novak, Dean, School of Arts, Humanities and Social Sciences
- Gary Williams, Dean, School of Business and Leadership
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