



**Holy Family**  
UNIVERSITY

# Strategic Plan 2016-2020

*Family—A Value for Life*



# Family—A Value for Life

The Strategic Plan, *Family—A Value for Life*, was developed through a collaborative process that spanned more than a year, and it incorporates insights and feedback from the University's trustees, administrators, faculty, staff, students, and alumni.

The title we have chosen for the 2016-2020 plan speaks equally to its design and purpose as well as to its foundations and aspirations. Through this period of reflection, assessment, and dialogue, the University community identified goals that respond innovatively to the challenges of the present while at the same time remaining committed to our Mission of ministry to families. We aspire to create a community of hope and love in the present.

In this environment that shapes and underscores the Value of Family in everyday interactions and relationships, in curriculum and co-curriculum, in serving and being served, in the tangibles and intangibles of a faith-based campus community, we recognize the oneness of the human family and contribute to the formation of those whose lives will carry this value to future generations through the example and accomplishments of their own lives well lived.

## Mission Statement

Holy Family University, a ministry of the Sisters of the Holy Family of Nazareth, offers education in the liberal arts and professions through graduate, undergraduate, and non-degree programs. As a Catholic university, Holy Family seeks direction and inspiration from the life and teaching of Jesus Christ, affirms the values of the Judeo-Christian tradition, and witnesses to the dignity of each person and the oneness of the human family. Holy Family University educates students to assume life-long responsibilities toward God, society, and self.

# Core Values

The following core values inform the University as it seeks to carry out its mission.

**Family**—Holy Family University welcomes and cares for students, faculty, and staff as members of a diverse but interconnected family. A community united by a common mission, the University promotes an atmosphere of mutual concern and attention to the spiritual, intellectual, social, emotional, and physical needs of all those whom it serves.

**Respect**—Holy Family University affirms the dignity of the human person through openness to multiple points of view, personalized attention, and collaborative dialogue in the learning process and in the interaction among members of the University community. The University seeks to instill appreciation of and respect for differences so that its graduates can function successfully in multicultural contexts.

**Integrity**—Intent upon forming persons of integrity who recognize the importance of lifelong learning, Holy Family University advocates free and conscientious pursuit of truth and the responsible use of knowledge. It bases education upon a foundation in the liberal arts that highlights the humanities and the natural and social sciences. In keeping with the teachings of the Catholic Church, concern for moral values and social justice guides the University in designing programs and activities.

**Service And Responsibility**—Holy Family University incorporates its motto, *teneor votis* (“I am bound by my responsibilities”), into curricular, co-curricular, and extra-curricular programs. Reflecting this motto, educational experiences at the University apply theory to practice and course content to serving human needs. The University educates individuals to become competent professionals and responsible citizens.

**Learning**—Holy Family University seeks to instill in its students a passion for truth and a commitment to seeking wisdom. It promotes values-based education, creative scholarship, informed and imaginative use of research and technology, and practical learning opportunities such as cooperative education and internship programs. The University seeks to strengthen ethical, logical, and creative thinking; to develop effective communication skills; to nurture an aesthetic sense; and to deepen global, social, and historical awareness.

**Vision**—Holy Family University envisions learning as a dynamic and fruitful exchange between traditional sources of wisdom and contemporary developments in knowledge. Throughout the teaching and learning process the University seeks to embody Christian philosophical and theological perspectives. It offers an education grounded in a Judeo-Christian worldview that serves as a foundation upon which to address contemporary problems and to build a vision for the future.

# Strategic Vision Statement

Our institutional strategic plan calls us to be the University whose distinct character—a commitment to Family—animates the holistic educational programs we offer and the experiences our students, faculty, staff, and alumni share. By creating communities of love and hope, which celebrate the oneness of the human family, Holy Family University offers an enduring perspective to our students for leadership, work and service in a diverse and ever-changing global society—the perspective of Family.

- Engage our community through dedicated efforts in Mission Awareness and Mission Integration to understand and live by the principles of the perspective of Family and the values of respect, responsibility, service, integrity, learning, and vision, which flow from it.
- Assess our current programs, develop new academic programs, expand our delivery channels and develop our faculty to support and serve our growing student Family now and in the future by providing liberal arts, professionally oriented and experientially focused academic programs completely aligned with the needs of our student Family.
- Manifest a proactive receptiveness to our students' needs and fit our co-curricular programming, student support, and student services to all of the various populations that make up our student Family.
- Create an environment that sustains our Family of faculty, staff, students, and alumni with superior physical facilities and expert financial, fund-raising, administrative, and technological support.

# Strategic Plan: Goals and Strategic Initiatives

## Theme 1: Mission

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Holy Family University seeks to engage our community through dedicated efforts in Mission Awareness and Mission Integration to understand and live by the principles of the perspective of Family and the values of respect, responsibility, service, integrity, learning, and vision, which flow from it.

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**Goal:** Increase awareness of the CSFN Mission and Core Values in relationship to and expressed through the University's Mission and Core Values

**Strategic Objective:** Implement the CSFN Continuing the Mission (CTM) program for sponsored ministries.

**Strategic Objective:** Expand the University's Mission Alive program.

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**Goal:** Advance Mission integration

**Strategic Objective:** Include the Mission principles and core values in Human Resources' policies and programs.

**Strategic Objective:** Provide for Mission integration into defined areas of institutional practice.

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**Goal:** Strengthen Catholic identity in terms of Catholic Intellectual Tradition (CIT) and Catholic Social Teaching (CST)

**Strategic Objective:** Give evidence of a strong University commitment to the principles of the CIT and CST.

**Strategic Objective:** Increase students' understanding and appreciation of the relevance and importance of the CIT and CST in their life and work.

**Strategic Objective:** Expand the University's "Catholic Identity" in terms of the Family charism and implement operations to manifest this as part of the University brand.

## Theme 2: Academics

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Holy Family University seeks to assess our current programs, develop new academic programs, expand our delivery channels and develop our faculty to support and serve our growing student Family now and in the future by providing liberal arts, professionally oriented and experientially focused academic programs completely aligned with the needs of our student Family.

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**Goal:** Attain the highest levels of achievements across academic programs by assessing and refining the portfolio of existing academic programs.

**Strategic Objective:** Conduct a comprehensive analysis of the University's existing academic structures and programs and implement recommendations for program revisions.

**Strategic Objective:** Implement a comprehensive plan for optimizing the portfolio of academic programs and initiatives across all schools and disciplines.

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**Goal:** Expand academic program delivery channels.

**Strategic Objective:** Increase the University's resource capability to offer a comprehensive array of program delivery options.

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**Goal:** Improve quantity and quality of faculty development in the areas of teaching and scholarship.

**Strategic Objective:** Expand training of faculty in diverse forms of instructional delivery.

**Strategic Objective:** Define and implement standards of scholarship appropriate to each School's discipline and identity.

## Theme 3: Student Experience

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Holy Family University seeks to manifest a proactive receptiveness to our students' needs and fit our co-curricular programming, student support, and student services to all of the various populations that make up our student Family.

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**Goal:** Design a student experience to fit the needs of the various student populations.

**Strategic Objective:** Increase the retention rate of students by introducing student support services, activities, and experiences that meet the needs of each student population.

**Strategic Objective:** Use technology to drive improvements in learning outcomes by implementing a next generation Learning Management System (LMS): Canvas.

**Strategic Objective:** Use technology to drive improvements in learning outcomes by implementing Learning Analytics to monitor student progress.

## Theme 4: Stewardship

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Holy Family University seeks to create an environment that sustains our Family of faculty, staff, students, and alumni with superior physical facilities and expert financial, fund-raising, administrative, and technological support

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### Goal: Increase and diversify our non-tuition revenue streams.

**Strategic Objective:** Identify new and more creative ways of raising funds through capital campaigns, grants, alumni donations, estate planning, large gifts, and other potential avenues.

**Strategic Objective:** Increase on campus programming for alumni, parents, students, and friends.

**Strategic Objective:** Build partnerships with local businesses and community groups to increase the reach and breadth of the University's influence and fundraising potential in the local economy.

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### Goal: Update and improve IT applications and services to support evolving needs of a maturing university.

**Strategic Objective:** Reduce information risk security through a core network upgrade.

**Strategic Objective:** Improve faculty/staff access to institutional performance/management reports through development of an institutional performance platform.

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### Goal: Increase operational efficiencies of Enrollment Services to meet and exceed enrollment goals in all areas.

**Strategic Objective:** Implement automated packaging of financial aid, decreasing manual processing, improving compliance, and increasing student financial counseling and literacy.

**Strategic Objective:** Provide financial aid counseling to improve financial literacy of Holy Family University's current and prospective students and their families.

**Strategic Objective:** Expand and refine admissions messaging and delivery channels to promote lead generation.

**Goal:** Modernize financial operations.

**Strategic Objective:** Expand and refine long-term alignment of financial and strategic planning.

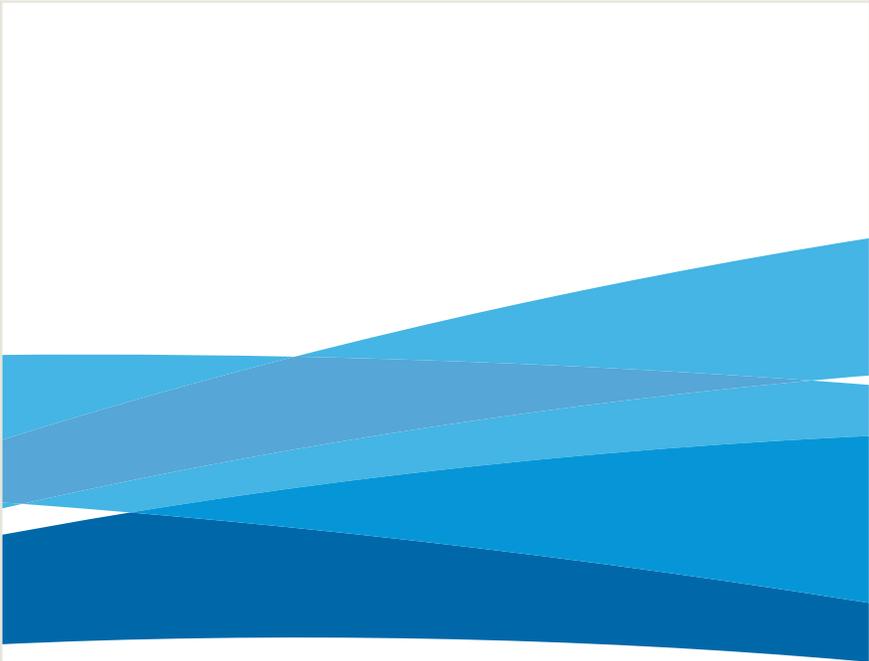
**Strategic Objective:** Maximize financial resources by establishing a best practice financial planning and control function.

**Strategic Objective:** Institute best practice Human Resources organization with updated policies/procedures, tools, systems, and talent acquisition and talent management programs.

**Strategic Objective:** Complete all campus facilities documentation for all mechanicals, lighting, roofing systems, windows, parking; include an energy and lighting assessment with short and long-term recommendations for energy efficiencies; and a develop a plan to upgrade aging infrastructure.

**Strategic Objective:** Develop a 10-year master plan.





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