

**Senior Administrative Team Priorities
2008-2009**



David L. Parkyn, President

The University's senior administrative team has identified a list of priority activities for 2008-2009. These priorities are noted according to the nine strategic goals identified in *Transforming Student Lives – The Strategic Plan for North Park University 2007-2012*.

MISSIONAL GOALS

1. Academic Programs: In all academic programs (both classroom-based and online), North Park University will support a high quality learning community which advances intellectual challenge, open inquiry, collaborative scholarship, global engagement, leadership development, and reflective service, and which fosters the spiritual development, urban engagement, and cultural competence of students, faculty, and staff.

Complete the faculty review of the general education curriculum and campus theme program guided specifically by the commitments identified in the strategic plan.	Jones
Identify and assess our present work with students of high academic interest and outline means to improve this part of the academic program.	Jones (Tepke)
Engage a series of one-day strategic reviews for each school to assess points of strength and weakness, identify potential opportunities, and direct necessary follow-up action steps.	Parkyn (Jones, Phelan, Nevels, Balsam, Tepke)
Engage a comprehensive strategic planning process for the Seminary to assure a program of academic and ministerial preparation which effectively addresses the needs of the contemporary Church generally and the Covenant Church specifically.	Phelan (Parkyn)
Undertake a review of existing online programs, identify points of success and challenge, consider new opportunities, and propose appropriate responses.	Jones & Phelan
Conduct a curricula audit for graduate and undergraduate programs, establish graduate program policies as appropriate, and develop strategies for integrating inter-cultural competencies into the curricula.	Jones
Establish a Faculty Development Plan.	Jones
Launch the new program in Criminal Justice	Jones
Review and establish plans to strengthen current partnerships between the Cultural Centers and associated Chicagoland populations/associations.	Jones

2. Student Engagement: North Park University will foster out-of-class learning environments which actively cultivate the students' faith development, embrace the urban context, and reflect the University's commitment to cultural competence.

Review present practices for student career planning and development and begin to implement an increasingly effective and robust program in this area.	Nevels (Jones)
Complete assessment of recent undergraduate residency patterns and finalize a plan to encourage campus residency and active involvement in residence-based educational programs.	Nevels (Balsam)
Building on recent improvements in campus facilities, consider how to elevate the University athletics program to the next level of success.	Tepke (Nevels)
Increase collaborative programming efforts between Student Development and University Ministries.	Nevels (Phelan)

3. Chicago Connections: North Park University will recognize and embrace the city of Chicago as a rich resource for learning by pursuing partnerships for learning, service, and vocational development with diverse civic, business, educational, religious, and cultural institutions and organizations throughout the city, inclusive of the city's global and multinational population.

Explore potential for and develop an initial design of a credit-bearing urban-intensive semester program.	Jones (Parkyn, Nevels)
Establish a Chicago Leadership Council to more effectively link the University and the City.	Tepke (Parkyn)
Seek external funding to support urban-based curricular and co-curricular programs as well as faculty and staff professional development	Parkyn (Jones, Surridge)
Review existing partnerships between the University and individuals, organizations, and businesses in Chicago to identify our strongest associations, consider how to advance these further, and identify opportunities for new partnerships.	Tepke (Jones, Phelan, Balsam)
Explore ways to measuring increase strategic relationships with out sister institutions – Swedish Covenant Hospital and Covenant Retirement Communities	Tepke (Parkyn, Jones, Balsam)

4. Institutional Effectiveness: North Park University will encourage a pervasive campus culture that embraces review and renewal through careful planning, comprehensive assessment, and change.

Evaluate results from the first administration of the CLA and introduce use of the NSSE assessment program.	Jones (Nevels)
Complete a data analysis of student retention in recent years, identify areas which merit improvement, and design a comprehensive student retention plan.	Nevels (Balsam, Jones, Phelan)
Design and pilot the assessment project identified in the strategic plan to measure "transformational student experiences" near the end of each student's academic program.	Jones (Nevels, Parkyn)
Prepare a University "Fact Book" with essential data from recent years, to be updated annually.	Parkyn (Jones, Balsam)

OPERATIONAL GOALS

5. Enrollment: Consistent with the available infrastructure and capacity of the institution, North Park University will achieve annual enrollment growth in each curricular segment (traditional undergraduates, adult undergraduates, graduates, and seminarians) sufficient to (a) financially sustain institutional operations, (b) provide a critical mass for enhanced student experiences and resources, and (c) embody the University's commitment to multicultural inclusion.

As part of the one-day strategic reviews for each school (noted above under “academic programs”) review enrollment expectations for each academic program, identify challenges and opportunities for recruiting students in the established programs, and consider any necessary program reductions along with potential program additions.	Tepke (Balsam, Jones, Phelan, Parkyn)
Review recruitment strategies for transfer undergraduates.	Tepke
Consider how best to market learning opportunities at North park for students of high academic interest.	Tepke (Jones)
Review enrollment patterns (recruitment and retention) for students of color in all levels of the University’s academic program (undergraduate, GOAL, graduate, seminary), identify points of challenge, and plan to address these accordingly.	Tepke (Jones, Phelan, Nevels)

6. Constituency Relations: North Park University will provide a coordinated and highly effective university advancement program which (a) builds mission-based transformational fund-raising and philanthropic support, (b) maintains a close tie with the Covenant Church, (c) strengthens the continued loyalty of alumni/ae, and (d) significantly enhances the visibility and recognition of University programs and people in the wider Church, the city of Chicago, and the greater Lake Michigan region through a coherent, active, and integrated marketing and public relations plan.

Implement a coordinated university-wide marketing communications plan.	Tepke
Launch the University’s next fund raising campaign.	Surridge (Parkyn, Phelan)
Launch the University’s new web page design, integrate it into major sections of the web site, and introduce a web content management system for University-wide application.	Tepke
Cultivate relationships with the Covenant Church, and especially the new president	Parkyn (Jones, Phelan)

7. Finance: North Park University will achieve increasingly strong and stable financial health and will support initiatives central to the University mission and values of the learning community by (a) developing a rolling five-year financial plan, (b) establishing and maintaining effective economic models for each curricular segment, (c) caring for facility maintenance, and (d) advancing a culture of philanthropy.

Review the performance of each academic unit and design and begin to implement an economic model for each unit.	Parkyn (Jones, Phelan, Balsam)
Seek external funding to undergird new initiatives by the University to better connect with the city of Chicago, take advantage of resources for learning available in the city, and identify ways for the University to contribute to the well-being of the city, its neighborhoods, and its people.	Parkyn (Surridge, Jones, Balsam, Tepke)
Draft a “plan of finance” to support new facility construction.	Balsam
Refine multiple-year financial modeling and review it with the senior administrative team, University Council, and Board of Trustees.	Balsam

8. Campus Master Plan: North Park University will develop and implement a campus master plan that provides for and fosters teaching and learning, student growth and development, and neighborhood collaboration and collegiality.

Work with an architectural team to design the University's next new building.	Balsam (Jones, Nevels)
Initiate review of the campus master plan with particular attention to the campus perimeter.	Balsam
Complete review of potential program and facility development at the NW corner of Foster and Kedzie Avenues.	Balsam
Complete a comprehensive space utilization survey of the campus for use in space planning and assessment of classroom and programmatic needs.	Balsam
Plan for renovation of the Anderson Student Residence.	Balsam (Nevels)

9. Personnel: North Park University will attain a sense of campus community with faculty and staff through a shared commitment to the educational mission and distinctive learning community of the University, and hire, compensate competitively, and professionally support personnel in all work units who reflect the University's commitment to creating a community which is both highly effective and diverse by ethnicity, gender, age, international experience, language competence, and church affiliation.

Review the Manual of Academic Policies and Procedures, with special attention to clarifying policies relating to faculty tenure and promotion.	Jones
Review the University's benchmark group and revise as necessary, including identifying an appropriate benchmark group for the Seminary.	Parkyn (Balsam, Jones, Phelan)
Review existing policy and practice for staff personnel appraisals and provide related training for administrators responsible for employee appraisals.	Balsam
Prepare a handbook for members of the Board of Trustees.	Parkyn (Becchetti)
Review the staff orientation program to strengthen appreciation for the University mission and the ethos we expect will support our work together.	Balsam
Complete a review of staff compensation, using appropriate benchmark analyses and establish goals for the near future as appropriate.	Balsam
Continue to implement agreed upon hiring procedures to assure mission-sensitivity and desired diversity for faculty and staff.	Balsam & Jones (all)
Continue to address campus security as an institutional priority by implementing the new University ID and smart card system, selecting and implementing an emergency notification software system, increasing use of security cameras, continuing the campus escort service, and other actions as appropriate.	Balsam (Nevels)