
**Programmatic and Operational Priorities
2010-2011**



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The priorities for 2010-2011 are noted below 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.
 - a. Organize a dialogue between information technology leadership and academic program areas to assure effective long-term direction for academic utilization of information technology.
 - b. Assure effective leadership for the academic program through appointment of new leadership of deans in nursing, music, and SAL, and directors in youth ministries and graduate nursing.
 - c. Launch the MA in Educational Leadership.
 - d. Complete the review of General Education and Dialogue and identify a plan for curricular change and educational effectiveness.
 - e. Complete revision of seminary curricula to fully reflect the six integrative emphases.
 - f. Building on efforts initiated in recent years in some departments, institute an Undergraduate Research Program supported across all academic units.
 - g. Develop a University-wide business plan for online learning.
 - h. Evaluate the pilot offerings of regional intensive courses through the seminary.
 - i. Complete revision and electronic posting of the seminary academic catalog.
 - j. Consider the potential for, and when appropriate develop a proposal for, new undergraduate academic programs which build on resources available in Chicago (e.g., engineering in partnership with UIC, urban studies, Asian studies, sports management, arts administration, health services administration, urban ecology).
 - k. Consider the potential for, and when appropriate develop a proposal for, new graduate programs which build on resources available in Chicago (e.g., master's degrees in health care administration [SBNM and Nursing], and literacy [Education]).

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.
 - a. Increase participation in intramural sports (by both on-campus residents and commuter students) by fostering a cohesive collaboration between athletics and student development.
 - b. Complete a strategic plan for University Ministries.

- c. Through collaboration of the Deans' Council and the University Council, develop a plan to address strategic weaknesses in educational effectiveness identified through NSSE and CLA.
 - d. Increase participation in credit-bearing undergraduate internships by 25% in spring semester 2011 and by 35% in fall semester 2011; additionally, determine a rubric under which academic programs with requirements for clinical/field experiences are considered internship equivalents for the purpose of data reporting.
 - e. Building on its first year of programming, step up University-wide participation in the Collaboratory for Urban and Intercultural Learning by fostering cross-departmental sponsorship and support for urban-based and multicultural programs, lectures, etc.
 - f. Building on the success in recent years of the UMin SemIntern program, consider ways to continue this program after the MCI grant is completed.
 - g. Pilot a series of beginning-of-year "Bridge" events and activities to promote student participation and engagement in co-curricular life during the first few weeks of the academic year with the goal of improving retention.
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.
- a. Continue the current Chicagoland marketing/branding program into a 2nd year, building additional "my story" segments, and test the effectiveness of the program in raising the NPU public profile in the greater metropolitan area.
 - b. Build on the first year of the Chicagoland Leadership Council to more effectively link the University and the city.
 - c. Consider how to increase our off-campus audiences for the arts, especially for music concerts/recitals and theater productions and potentially centralize responsibility for marketing campus lectures, recitals, and other events to Chicagoland audiences and constituencies.
 - d. Develop a strategy to involve larger numbers of non-Covenant pastors in Chicagoland to mentor non-Covenant students at NPTS and facilitate the ministry placement process upon graduation.
 - e. Develop a plan to build institutional outreach activities which partner with the Chicago Public School system, select college readiness programs, and through North Park sponsored initiatives.
4. Institutional Effectiveness: North Park University will encourage a pervasive campus culture that embraces review and renewal through careful planning, comprehensive assessment, and change.
- a. Implement and provide staff training for Datatel Recruiter, Datatel Portal, and MoodleRooms to advance program and technology effectiveness across myriad campus units.
 - b. Complete full implementation of IDEA as the University-wide student course evaluation instrument.
 - c. Complete a University Fact Book.
 - d. Initiate Academic Program Reviews according to the schedule established by the Deans' Council.
 - e. Complete the re-accreditation process for the University by the Higher Learning Commission.
 - f. Complete the re-accreditation process for programs in SBNM by IACBE.
 - g. Undertake a comprehensive program review for COMPASS.

- h. University-wide, enhance cross-team multi-unit collaboration to increase program quality, mission effectiveness, and delivery efficiency.

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.
 - a. Complete a reorientation of on-campus student housing through a review of philosophy, implementation of selective new practices, and promotion of the benefits of on-campus residency, toward the goal of increasing the occupancy to 85% in Fall 2011 and 95% in Fall 2012.
 - b. By September 30, develop three- and five-year annual objectives for recruitment and matriculation of (a) first-year and transfer undergraduates and (b) new SAL, graduate, and seminary students; and (c) as a business plan is developed during the year for online learning identify multi-year enrollment objectives for these programs.
 - c. Develop goals and strategy to improve recruitment, matriculation, and retention of undergraduate students of color.
 - d. Review organizational structure of the admissions office, implement selective recommendations of the Scannell & Kurz review with the goal of improving recruitment effectiveness, appoint new staff as necessary, and assure the professionalization of the recruitment and enrollment staff.
 - e. Develop and enhance web site content for individual academic majors and programs to effectively contribute to the recruitment of students.
 - f. Launch an initiative in social media to market graduate and adult degree completion programs.
 - g. Advance EARS (Early Alert Reporting System) to the second-year level of effectiveness.
 - h. Implement selective recommendations of the Scannell & Kurz Retention Study (to be identified early in the fall semester).
 - i. Submit a proposal for continued participation in the Kern Scholarship Program.
 - j. Through a collaborative effort between seminary faculty and the admissions office, establish a comprehensive plan for seminary student recruitment of both Covenant and other students.
 - k. Give careful review to, and implement where determined feasible, new partnership agreements with select universities abroad with particular attention to increasing the number of international students at North Park.

6. Constituency Relations: North Park University will provide a coordinated and highly effective university advancement program which (a) buildings 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.
 - a. Building on a University-wide integrative marketing plan which promotes a cohesive mission-appropriate brand for North Park, foster effective collaboration between

- relevant program units across the University, and assure a coordinated and supportive working relationship between the External Relations Office and program offices across the University.
- b. Advance the University's fund raising campaign with a focus on the capital component, and directed support for (a) the Annual Fund, (b) corporate/foundation grants, and (c) seminary scholarships.
 - c. Identify and prepare 8-12 alumni profiles for each academic program and integrate these into recruitment and development marketing strategies; additionally, prepare and install a revolving series of alumni profiles for exhibit in Carlson Lobby (and potentially elsewhere on campus).
 - d. Consider the potential for continuing the Youth Nexus program after the MCI grant is completed.
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.
- a. Take steps toward developing an effective economic model by identifying key financial performance indicators with benchmark analysis as appropriate for select indicators.
 - b. Operate the University in a fiscally responsible manner, require balanced budgets from each management unit, and identify potential cost saving initiatives as well as strategic allocation of available resources to increase the effectiveness of the students' educational experience.
 - c. Seek an optimum debt structure for University borrowing needs and meet bank ratio requirements.
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.
- a. Complete design charettes, undertake visits by science faculty and the architectural team to several new science teaching facilities, and complete schematic design of the proposed new building during the spring semester, allowing for new cost estimates to be completed for the proposed building.
 - b. Complete the new nursing SIM lab in newly allocated space.
 - c. Continue recent progress in incremental improvements in security aides (cameras, Salto locks, student monitors, etc.) and provision of Security Escort Services.
 - d. Utilize the new Chemical Hygiene and Safety Officer to assess safety risks in science labs and other sites on campus and to identify best practices for advancing a safe environment and work/learning-place.
 - e. Identify a short-list of critical "smaller" campus improvement projects, prepare architectural design sufficient for an initial cost estimate, and prioritize these projects for multi-year completion as funding is available.
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.

- a. Complete revision of the NPU staff handbook.
- b. Complete revision of selective portions of MAPP.
- c. Complete revision of the seminary faculty handbook.
- d. Revise NPU faculty and staff orientation programs to include a focus on institutional mission and identity and educational effectiveness.
- e. Determine critical staff training needs and take initial steps toward addressing these.
- f. Institute a comprehensive Faculty Development Plan and identify a strategy to increase funding for faculty development.
- g. Provide for effective institutional leadership through new appointments as Vice President for Enrollment and Marketing and Seminary President and Dean.