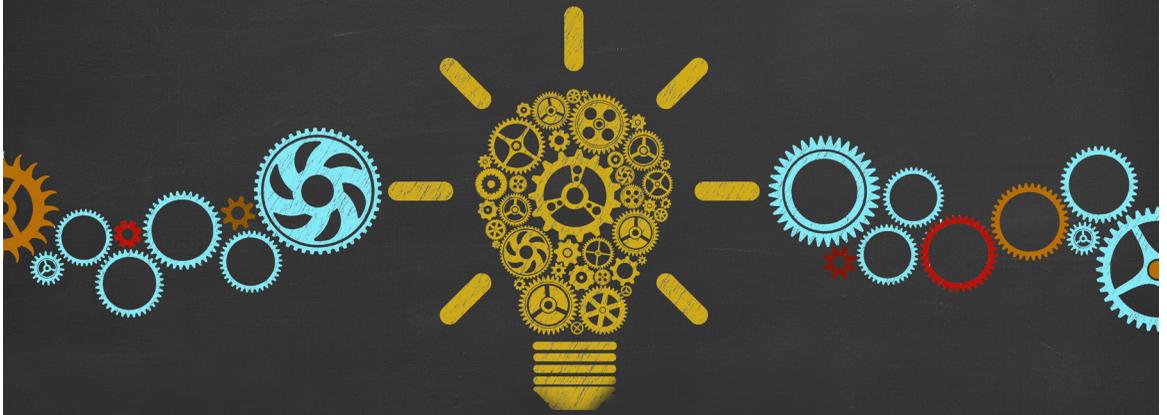


D'Youville

PLAYBOOK BOOKLET



**HELP US BUILD
THE FUTURE OF D'YOUVILLE**

INTRODUCTION

This 2018 D'Youville Playbook emphasizes the energy found at this critical and exciting time on our campus. It summarizes our institutional aspirations to better serve our students and community and includes our current "Moonshot Ideas." Currently, the campus is undergoing many vital updates, both in the renovation of its physical spaces and in the very ways we work. These crucial improvements are highlighted in the first three priorities. The last priority highlights our "Moonshot Ideas": ambitious, exploratory and ground-breaking projects imagined by the diverse D'Youville community.

READ MORE AT: <https://dyc0.sharepoint.com/sites/StrategicPlanning>

LETTER FROM THE PRESIDENT

Dear Friends and Colleagues:

I am proud to welcome you to the 2018 D'Youville Playbook: Creating a Compelling Future!

Less than one year ago, D'Youville's most brilliant minds, dedicated employees and compassionate partners in our community ventured into a dynamic and integrated planning process with the goal to explore, envision and unlock the future of our institution.

Together, we studied the potential future states of higher education and myriad of opportunities for meeting the future. In our journey, we designed a framework that will continually strengthen our institutional capacity and support innovation. Our Adaptive Planning Framework will allow us to achieve what was considered improbable or impossible — and even yet to be imagined when we began planning. We reframed the boundaries of what's possible through teamwork, brainstorming, heeding advice from industry-leading experts and futurists, and holding workshops, town halls, site visits, salons, slams, pitches, huddles and open talk backs.

What resulted from the work of many are overarching priorities, a continuous process of input, and 'moonshot' ideas that are bold and destined to achieve great impact on the world.

The overarching priorities, which each D'Youville faculty, staff and administrator will help achieve, will be manifested as audacious innovations in the years to come. They include **enriching educational excellence** through rigorous academic programs tied to real world situations that allow students to experience new things and gain perspectives; **expanding opportunity and building community** by improving access to a quality education for many more people through multiple access points to best fit the diverse needs of today's student while working closely with neighbors around shared experiences to fix what is wrong, on our way to a thriving, healthy community for all; **enhancing the student experience** through one-on-one attention received by each student from faculty mentors, academic advisors, financial solvers to career coaching that keeps students on the cutting edge of education and consequential personal development as engaged scholars and active civic leaders.

We are also taking Moonshots! As a community, we understand that the work we have ahead of us in preparing our students for life in today's knowledge economy

is ever-changing and the global challenges that surround us require radical solutions. We have made the commitment that nothing on this planet (or off this planet for that matter) is out of reach. As a community, we are tackling seemingly impossible goals like conquering the mounting caregiver shortage by building a fully integrated K-20 education pipeline, virtual training, and experiential-to-career employment hub that will be firmly rooted in-community. Now that is a moonshot idea that will change the world!

The adoption of a **continuous process of changing an idea through inclusive input** comes from our commitment to excellence and quality. During the strategic planning process, we found a new rhythm that works for our institution. It's about finding better ways to do things. We strive to get better at things that are important to us and the lives we touch, and so a need to change our fixed planning process became evident. We have adopted an Adaptive Planning Framework that is continuous and inclusive. It is driven by purpose and allows all people within our organization to participate in planning anytime because they are not only motivated as Institution employees to see our students succeed, but also because they have a self-directed, inner-drive, and are connected to a cause that is larger and more meaningful than any single individual. With the **Adaptive Planning Framework**, we are writing down crazy ideas that will inspire us to ideate convergences and breakthroughs that may someday metamorphosize into something radically new and transformational across the planet.

I am grateful to the many people who engaged in this strategic planning process, shaping the contents of this plan, and enabling the roll out of a dynamic guide for the future. Together we have turned traditional problem solving on its head. We have challenged ourselves to dream big, to think out of the box, and refuse to be limited by our current understandings of 'how things are' in creating a vision of the future. I encourage your continuing steadfast participation in **Creating A Compelling Future** together and support of our students both inside and outside of the classroom to develop the means to succeed, and to courageously contribute to society over the course of their lifetimes.

With warmest regards,

A handwritten signature in cursive script that reads "Laurie A. Clemo".

Lorrie A. Clemo, Ph.D.
President

OUR MISSION

D'Youville is an independent institution of higher education that offers baccalaureate and graduate programs to students of all faiths, cultures, and backgrounds.

D'Youville honors its Catholic heritage and the spirit of St. Marguerite d'Youville by providing academic, social, spiritual, and professional development in programs that emphasize leadership and service. D'Youville teaches students to contribute to the world community by leading compassionate, productive, and responsible lives.

THREE PRIORITIES

This particular strategic plan cycle aimed to address three main priorities:

- 1. ENRICHING EDUCATIONAL EXCELLENCE** in an equitable and inclusive environment. This includes fostering and maintaining robust academic programs, revising and updating our General Education Program and enhancing the student learning experience.
- 2. ENHANCING THE STUDENT EXPERIENCE** to ensure that it serves as an intellectual incubator for educational excellence and consequential student development. This includes implementing a work-college model, strengthening our athletic programs and augmenting our strategic partnerships.
- 3. EXPANDING OPPORTUNITY AND COMMUNITY IMPACT** to achieve sustained prosperity to bolster community contribution. This includes our Catholic heritage, community engagement recognition, diversity, equity and inclusion, professional development, fundraising and advancement and a campus master plan.

An additional category was created to house **“MOONSHOTS”** - Mounting ambitious, exploratory and ground-breaking projects that embody the unique identity (“brand”) of D'Youville and distinguish it from other local or comparable institutions of higher learning.

THREE STRATEGIES TO ACHIEVE OUR PRIORITIES

We are using three strategies to aim to achieve our priorities:

- 1. BUILD** - What programs and resources will allow us to grow sustainably and create vibrant student experiences while also responding to the needs of the community?
- 2. AFFILIATE** - What partnerships — online, business, education — can provide us with new resources and assets while expanding student-learning experiences?
- 3. INNOVATE** - How do we innovate to become a sustainable, responsive and thoughtful institution?

PRIORITIES & INITIATIVES

Although the Strategic Planning Teams and Committee worked specifically with the first three priorities, ideas emerged that either overlapped priorities or that didn't fit perfectly in any of the priorities. A common theme emerged from these leftover ideas – they were Moonshot ideas - ambitious, exploratory and ground-breaking projects that required their own priority.

PRIORITY 1: ENRICHING EDUCATIONAL EXCELLENCE

1. Developing Robust Academic Programs
2. Updating Our General Education Program
3. Enhancing Student Learning Experience
4. Growing Student Enrollment and On-Time Degree Completion
5. Building Purposeful Community and Service Learning
6. Building the Capacity for Research and Scholarship at D'Youville

PRIORITY 1 HIGHLIGHTS

Updating Our General Education Program:

At the heart of a D'Youville education is a General Education program rooted in the mission and heritage of the institution and responsive to the needs of our global society as well as to changing trends in the landscape of higher education.

Developing Robust Academic Programs:

D'Youville educates students for life through a combination of first-rate academic programs as well as experiential learning and community service opportunities. Developing robust academic programs requires attention in a variety of academic areas, including new program development, strengthening existing programs and developing academic partnerships that could assist us in enlarging and diversifying our existing portfolio.

Growing Student Enrollment and On-Time Degree Completion:

By improving access and opportunity, D'Youville seeks to enroll, retain and graduate a larger and more diverse student body engaged in academics in a thriving learning community and at an institution that meet students' educational goals.

Building Purposeful Community and Service Learning:

Community engagement pedagogies, often called "service learning" pedagogies, combine learning goals and community service in ways that can enhance both student growth and the common good.

Building the Capacity for Research and Scholarship at D'Youville:

Research and Scholarship will be an essential component of D'Youville. The capacity to conduct research and scholarship is essential to ultimately attract students who will contribute new knowledge and innovation to tomorrow's world. That capacity is also essential to attracting highly qualified faculty and supporting them as they seek funding to build D'Youville's research capabilities. Finally, establishing the capacity and culture for research and scholarship confirms to the external research community that research endeavors and their funding will be successful.

PRIORITY 2: ENHANCING THE STUDENT EXPERIENCE

1. Accelerating Ubiquitous Online Learning
2. Implementing a Work-College Model
3. Strengthening Spirited Recreational and Intercollegiate Athletic Programs
4. Growing an Integrated Network of Strategic Partnerships
5. Developing a Learning Commons
6. Creating a Positive Campus and Student Identity
7. Building an Advocacy Center

PRIORITY 2 HIGHLIGHTS

Accelerating Ubiquitous Online Learning

Learning: Online Learning is a growth strategy for the college. In order to meet the goal of enrolling 1000 more students, the Office of Online Learning will need to enhance staffing and resources to support the increased number of online students and faculty, as well as to work on experimental hybrid classroom projects and projects, such as online professional development and MOOCs.

Developing a Learning Commons

Commons: Currently, the Library follows an Information Commons model, where students and faculty can access research tools and assistance, along with technological tools and assistance in the same building. The proposed Learning Commons would fold the Learning Center into the Library, so that students could also obtain academic skills training, accessibility resources, and peer and professional tutoring. This space would offer access to librarians, academic tutors, and computing assistance, open spaces and modular furnishings that students can customize to meet their needs, and 24-7 access to individual and group study rooms and an open reading room.

Implementing a Work-College Model

Model: Work Colleges offer students enhanced learning opportunities by integrating work, learning and service throughout their college experience. Students earn a valuable degree plus important life and professional skills.

Strengthening Spirited Recreational and Intercollegiate Athletic Programs

Programs: The combination of academic and athletic excellence makes a positive contribution to the education and experience of student-athletes and non-athletes alike. It also engages the larger D'Youville community through athletic competition, spirit, and community building.

Growing an Integrated Network of Strategic Partnerships

Partnerships: Affiliation is one of our strategies for working towards our key priorities. It is also a model for working smarter and accomplishing more with the help of others. As a higher education institution, D'Youville builds strategic partnerships with community organizations, businesses, K12 schools, and other colleges for the mutual benefit of both entities. Greater efficiency and effectiveness results when partnerships are integrated with common priorities driving the affiliations.

PRIORITY 3: EXPANDING OPPORTUNITY AND COMMUNITY IMPACT

1. Preserving Our Catholic Heritage
2. Expanding Community Engagement
3. Advancing Diversity, Equity & Inclusion
4. Developing K12 Partnerships
5. Creating External Professional Development
6. Sponsoring Faculty & Staff Opportunity
7. Identifying New Forms of Revenue
8. Increasing Fundraising
9. Crafting a Campus Master Plan
10. Creating a Campus Mural and Public Art Plan
11. Adopting a Meals-On-Wheels Route
12. Coordinating a “Last Mile” Scholarship Fund

PRIORITY 3 HIGHLIGHTS

Advancing Diversity, Equity & Inclusion:

Diversity, equity, and inclusion (DEI) enrich lives and the educational experience of our campus, yet we lack a formal structure and process for conversations to occur and processes to be created. Momentum was built at the college during 2018. Besides being a topic presented by each Strategic Planning Team, 35 college administrators participated in the Racial Equity Workshop and three campus members presented a DEI Action Plan - a final product after attending the Institute for Diversity Workshop at Cornell.

Expanding Community Engagement

We aim to be a recognized institution for our community engagement, however many efforts need to be aligned on our campus in order for us to qualify for such recognition. Such recognitions require evidence-based documentation of community-engaged scholarship and action, similar to an accreditation practice.

Developing K12 Partnerships:

College-K12 partnerships help the college to develop college readiness and assist students in selecting a major that is right for them through career exploration opportunities. Meaningful partnerships go beyond simply allowing students to earn college credit; they involve supporting the schools, mentoring the teachers, and holistically coaching students. The hope is that students become more acquainted with D’Youville and enroll in programs in the future.

Crafting a Campus Master Plan:

The campus is not just in need of a full master plan of its spaces, but a fully comprehensive one that integrates and updates, upgrades timelines, technology planning, and general space use.

Identifying New Forms of Revenue:

It is important for the college to diversify sources of revenue that support the wide variety of experiences occurring on our campus. Revenue from tuition and from research and service efforts is no longer predictable and sufficient.

D'YOUVILLE MOONSHOTS

1. Creating a D'You App
2. Building a Community-Based Health Professions Hub
3. Opening a Fit & Fun Recreation Center
4. Launching a Mobile Wellness Clinic
5. Introducing a Mobile Virtual Simulation and Healthcare Career Recruitment Center
6. Establishing a Veteran Resource Center
7. Creating an Arts, Performance & Media Center
8. Building a Student Union
9. Designing a Conference Center
10. Designing a Campus Green Space
11. Establishing an Entrepreneurial Center
12. Opening a Childcare Center
13. Establishing a West Side Laboratory
14. Becoming the Wellness Capital in the Region
15. Building a Community Impact Center in Haiti

MOONSHOT HIGHLIGHTS

Establishing a Veteran Resource Center:

D'Youville is recognized as a top military-friendly school because we offer many special benefits to veterans and their families. A larger space is needed to accommodate the growing number of students and services.

Launching a Mobile Wellness Clinic:

D'Youville believes everyone should have access to quality healthcare. It isn't easy for many members of the community. This is what inspired the idea for a mobile wellness clinic that would be able to connect patients to medical professionals and students.

Building a Student Union

The campus is in need for a 'true' student union. Unions are spaces devoted to student activities and that usually contain lounges, dining, auditoriums, offices, and game rooms. It would be a space for the entire campus to congregate.

Building a Community- Based Health Professions Hub:

D'Youville is ready to embark on constructing a Health Professions Hub – a state-of-the-art building that will focus on interprofessional education for healthcare students. It will be a working clinic that serves the local community. The Hub will connect people through education, training, and care; celebrate diversity and inclusion; create opportunities for research, community education, and jobs; be recognized as a regional asset; focus on access and success; and will collaborate to improve community health through providing training and education for students while also serving as a community clinic for the underserved.

Opening a Fit & Fun Recreation Center:

One point that came through the strategic planning process was the need for a bigger focus on fitness for all members of the campus. It is a strategy for campus wellness, community impact, and college enrollment. For many colleges, campus recreation is central to the mission and branding of the institution, and schools without state-of-the-art recreation facilities are finding themselves on the losing end when it comes to attracting students.