STETSON UNIVERSITY

ROLL AHEAD STRATEGIC MAP GOALS PROGRESS REPORT: FEBRUARY 6, 2020

ROLL AHEAD TO 2022

On May 3, 2019, the Stetson University Board of Trustees approved a shortened, Roll Ahead Strategic Map Goals document that is based on the 2014-2019 Strategic Map. The purpose is to guide the direction and focus of the university for the next two years.

"It is an exciting point in time at Stetson University. In early May of this year, the university Board of Trustees approved a shortened strategic map built on the foundation of the incredible work and achievements of this university in moving the 2014-2019 Strategic Map to successful conclusion. This new map, which we have chosen to title "Roll Ahead," is specifically designed to provide direction while new leadership coalesces around objectives and goals that move the university forward." *Wendy B. Libby, PhD, President and University Professor*

Organized around the six Roll Ahead themes, this report documents the significant impacts and accomplishments achieved within the last year.

MEASURING SUCCESS AND OUTCOMES

LEARNING EXCELLENCE

Through annual cycles of curriculum review and overall insight into our instructional programs, develop advanced methods to assure the highest opportunities for student learning. Examples of this include review and revision of FSEMs and Focus Orientation, expansion of student access to meaningful experiential learning experiences, continued improvement as a result of program review, and more universal implementation of academic and non-academic assessment.

- Concluded a learning outcome assessment cycle for J.D. learning outcome 1: "Demonstrate understanding of substantive and procedural law sufficient to enter the legal profession and professions in which legal knowledge is an advantage."

- Designed and is currently undertaking a learning outcome assessment cycle for J.D. learning outcome 2: "Demonstrate sophistication in legal analysis, reasoning, and problem-solving."

- Adopted defined learning outcomes for all three LL.M. programs and all three Masters of Jurisprudence programs.

- Conducted a comprehensive review of all J.D. required first-year course syllabi to ensure that appropriate course-specific learning outcomes are clearly identified.

- Approved and offered new experiential courses, including Disaster Law Practicum and the Advanced Veterans' Clinic, as well as new skills simulation courses, including Advanced Cross-Examination.

- Implemented required training for faculty with no experience teaching online courses at Stetson to ensure the best engagement for students enrolled in summer online courses [Office of Online Learning & Educational Technology]

- Invested in industry-standard research ethics and compliance training to enhance the knowledge and professionalism of student, faculty, and staff investigators, and promote the highest ethical research standards at Stetson University [Institutional Review Board]

- Launched an innovative suite of study abroad programs to diversify student and faculty engagement abroad, and expand Stetson's footprint in regions and disciplines historically underrepresented in the University's international learning portfolio: Global Gateways (first-semester abroad), Global Scholars Program (spring break in Venice), Alternative Spring Break in D.C. (study away), GIIL (Honors transfer students abroad), International Faculty Development Seminar (faculty study abroad) [WORLD: David & Leighan Rinker Center for International Learning; International Learning Committee]

- Restructured the 2020 Teaching & Learning Day to feature faculty, staff, and student leaders as plenary workshop facilitators on high impact educational practices (HiPs) in order to jumpstart conversation on novel ways the community to employ HiPs [Brown Center for Faculty Innovation and Excellence].

- Modified the current orientation experience to begin our "community building" efforts earlier in the Stetson student experience and to expose our new students to the rigor and expectations of the Stetson academy, allowing students to firm their academic self-efficacy, sense of connection, and persistence at Stetson. [Student Development and Campus Vibrancy]

- Created and implemented a plan to diversify and grow the peer leadership program. [Student Development and Campus Vibrancy]

- Strengthened learning outcomes for Teaching Assistants and developing a best practice for this interdisciplinary professional learning experience and by highlighting the connection between faculty and students. [Student Development and Campus Vibrancy]

- Developed and disseminated a 5-year cycle for program review. [Institutional Research & Effectiveness]

- Revised interactive Power BI dashboards to enhance user experience and understanding of student data. [Institutional Research & Effectiveness]

- Assessment collection forms, both instructional and non-instructional, were re-designed and simplified to ensure collection of consistent, appropriate, and actionable data across colleges and schools. [Institutional Research & Effectiveness]

- Implemented a process for IRE to review all submitted assessment forms and provide feedback to programs/units on opportunities for improvement or kudos in assessment reporting. [Institutional Research & Effectiveness]

- Created a comprehensive Library-Archives Internship in spring 2020. The intern is working in all areas of the library on a rotating basis (from staffing the information desk to discussing library management issues with the library's administrative team), with emphasis on areas of particular interest to our intern. [duPont-Ball Library]

- Strengthened collaboration between the Innovation Lab and the School of Business Administration's Entrepreneurship Program to help students create product prototypes that are consistently winning prizes at entrepreneurship pitch contests. [duPont-Ball Library]

- Librarians offered a record number of information literacy classroom instruction sessions in 2018-2019 (126), reaching 1,758 students in 22 departments across the Schools and College on the DeLand campus. [duPont-Ball Library]

DEMAND, NATIONAL REPUTATION AND VALUE PROPOSITION

In concert with new and continuing deans, the Provost and VPs of Enrollment Management, CLaSS and Marketing will develop and strengthen distinctiveness in our academic and campus life with demonstrated improvement in outcomes as measured by employment and graduate school enrollment in outcomes surveys. We will pursue increased national reputation for faculty scholarship and creative activity, as well as athletic competitive excellence.

DEMAND

- Implemented a number of new strategies to strengthen demand and reputation. Delayed decision and waitlist management were renegotiated as part of intentional strategies to strengthen the incoming class.

- Formalized a transfer relationship with the government of Saudi Arabia, resulting in an increase in transfer student enrollments.

- Broadened admissions recruitment efforts in response to revisions to Department of Justice injunctions of the National Association of College Admissions Counseling (NACAC).

NATIONAL REPUTATION

- Launched five new programs (Cybersecurity, Global Gateway, Human Resources Management, Food Sustainability, Jewish Studies).

- An increased number of faculty and students received distinctive recognition for their scholarship. Stetson was named one of the nation's top producers of Fulbright Scholars and ranked among the top five master's-level institutions for the number of faculty and staff who earned prestigious Fulbright scholarships in 2019-20.

- Advanced planning for the new the interdisciplinary and collaborative spaces envisioned in the new health and science's facility, the Cici and Hyatt Brown Hall for Health and Innovation.

- The Stetson Institute for Social Research (SISR) was reimagined and revamped to bring together an interdisciplinary applied major involved economics, history political science, psychology and sociology and anthropology.

- Experiential learning opportunities were expanded throughout the School of Business Administration and the School of Music.

- Increased number of submissions for national grants and sponsored research funding.

VALUE PROPOSITION

- As part of the institutional branding change, the university's "academics" webpage has been transformed to be more visual and interactive. All academics pages are being reformatted as well to showcase related programs and provide "Career Insight" to allow prospective students to explore potential career opportunities based on specific degree programs.

- The university website has been expanded to include a new page devoted to showcasing undergraduate and faculty research.

EQUITY

To assure broad understanding of Stetson's goals for providing an inclusive environment: concentrating on training opportunities for more inclusive searches, stressing the evolution into being a more open and respectful community, and adopting best practices in ways to promote equitable policies and practices within and throughout our campuses.

- Launched institution-wide Campus Climate survey to collect perceptions of the current campus climate from students, faculty, and staff. Although analysis of results is pending, response rates indicate strong participation across the majority of constituent groups. Results will be analyzed and compared to those of the 2016 Campus Climate survey to explore change in perception over time and identify opportunities for improvement.

FINANCIAL TRANSPARENCY & TRANSLATION

Assure an understanding of the Stetson University finances and budget processes, and translate budget planning and execution to university constituents as a way to build confidence and expand awareness.

- In efforts to increase financial transparency and understanding, more than a dozen presentations were developed and shared with institutional stakeholder groups. Specific groups addressed included the President's Cabinet, the Provost's Cabinet, Staff Advisory Council, Administrative Council, University Faculty, the Board of Trustees' Finance Committee, and the Board of Overseers.

- Collaborative efforts between HR and the DeLand Staff Advisory Council resulted in implementation of a new process to make position grade and salary range information available to the Stetson community and the public via the HR website.

- Functional expenses were disaggregated by natural classifications in audit processes

ADVISING & ENGAGEMENT

Review and revise advising and engagement activities based on best practices for institutions like Stetson. Examples include evaluation of faculty advising, promotion of advisor development, creation of clear pathways for Discovery students and increased awareness of the importance of effective advising.

- Developed and publicized the Faculty Resources for Academic Advising on the Office of Academic Success website.

- Co-sponsored four Faculty Professional Development sessions, including a CAS New Faculty Advisor Workshop, a lunch for Discovery Advisors, a session on Crisis/Alerts/Mental Health, and a session on Non-linear Career Paths.

- Implemented Advising 101 and 102 lab requirement for all first year students in their fall and spring term prior to registration.

- Revised advising process for Discovery students to include meeting with the Discovery Advisor (staff in Academic Success) prior to meeting with a faculty advisor each term.

- Developed new alumni mentoring program at the College of Law. This program matches all incoming first-year students (298 in Fall 2019) with College of Law alumni mentors, based on the incoming students' expressed areas of interest or likely areas of practice. Alumni mentors help students navigate law school, course selection, and experiential opportunities, and help students identify potential career paths given their areas of interest.

- Formed an Advising Task Force on the DeLand campus to explore current advising practices and opportunities for deeper alignment with national best practices.

CAMPAIGN

Continue and complete on-going fundraising efforts for focused campaigns and lay the groundwork for the next comprehensive campaign. Engage alumni more fully in deepening their relationship to Stetson and securing resources to enhance the institution's financial sustainability.

- Developed new communications to educate advisory board members on the campaign planning process to ensure their endorsement of the university's development priorities and the expectation of a financial commitment.

- Initiated endorsement of the Board of Overseers, to inform articulation of College of Law needs and to raise the stature and profile of the university and law school.