



GONZAGA UNIVERSITY

Strategic Plan

An aerial photograph of the Gonzaga University campus in Spokane, Washington. The image shows a mix of historic brick buildings with gabled roofs and modern university structures. A large, winding river flows through the center of the campus, surrounded by lush green trees. In the background, the city of Spokane is visible, with a dense urban skyline featuring various high-rise buildings under a clear sky.

GONZAGA UNIVERSITY **Strategic Plan**

APPROVED BY THE
BOARD OF TRUSTEES
JULY 17, 2015 AND JULY 6, 2016

GOALS , ACTIONS, METRICS
APPROVED BYTHE BOARD OF TRUSTEES
JULY 13, 2023

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ON THE COVER:

The statue of St. Ignatius of Loyola, who founded the Society of Jesus in 1534, adorns the cover of this Strategic Plan report. The statue, sculpted by Montana artist George Carlson, was placed in a reflecting pool directly in front of College Hall in April 2008. It was a gift from Regent President Greg Hubert ('73) and his wife Teresa.

Photo by Zack Berlat ('11)

President's Message



During the 2022-23 academic year, the Gonzaga community came together to review and ultimately revise the University's Strategic Plan through a process known as the "Grand Challenges." I'm grateful for the ways this new Plan both affirms our core values and attempts to be responsive to the needs of students, to the needs of society today, and underscores our mission as an exemplar Catholic, Jesuit, and humanistic institution.

In the eight years since the original (2015) plan was approved, new academic, athletic, and residential facilities have been completed, financial resources for students have increased, and the years of the COVID-19 pandemic were successfully navigated. We achieved significant progress in increasing access and broadening the diversity of our student body. We can be proud of the work of this community.

Our context has evolved in other important ways during this same period. His Holiness Pope Francis, the first Jesuit pontiff, promulgated new encyclicals such as *Laudato Si'*, a call to action on climate change and the care of our common home. In 2016, Father Arturo Sosa succeeded Adolfo Nicolás as Superior General of the Society of Jesus and led the Society through the articulation of the *Universal Apostolic Preferences* that are to inform all the apostolic works of the Jesuits throughout the world. In addition, we have been living through a global economic crisis, global socio-political strife forcing mass migrations, and continued global changes to the climate. All these dynamics underscore the inequalities that afflict so many, and we are called to find ways to respond to them.

Father General Sosa's 2018 speech, "The University as a Source of a Reconciled Life," underscored that universities, as Jesuit apostolic works, are obligated to call students into greater, fulfilling relationships, into vocations that will lead social transformation in the world, and into a deeper relationship with their Creator. It is my hope that Gonzaga's updated Strategic Plan continues to acknowledge this responsibility and successfully points the way for our students, the many communities we serve, and the Earth we inhabit.

A handwritten signature in black ink, appearing to read "Thayne M. McCulloh", written over a horizontal line.

Thayne M. McCulloh, DPhil
President

Introduction

Since its founding by Jesuit missionaries in 1887, Gonzaga University has grown from a small regional college dedicated largely to educating students from the “Inland Northwest” states of Washington, Oregon, Idaho, and Montana, into a comprehensive, nationally-ranked university, drawing students from throughout the nation and numerous countries. Gonzaga is committed to providing its undergraduates with a solid foundation in the liberal arts and humanities, and offering excellent programs at the undergraduate and graduate levels in numerous fields of study. Under the guidance of accomplished and dedicated faculty and staff, Gonzaga graduates appropriate, internalize and reflect the institution’s Catholic, Jesuit and humanistic values as they prepare to deploy the knowledge they have acquired to solve real problems in a complex world.



United in Mission

Gonzaga University is a complex, comprehensive teaching and learning organization composed of Jesuits, faculty, staff, students, administrators, and board members who strive to continually enhance the quality of the educational and formational experience in support of an excellent student experience.

This collaborative is supported through the generous contributions of time, talent, treasure and tenacity of alumni, benefactors, parents and community members. Engaged in ongoing reflection, all constituents work together to strengthen the University, confident that its Jesuit and Ignatian heritage will carry the Gonzaga

educational experience into a sustainable future — intelligible to, and valued by, all of those with a stake in its success.

The 37 overarching goals of the 2015 Gonzaga strategic plan carried the institution forward and informed important and transformative actions in the period 2015–2022, including strong academic rankings, the construction of new facilities, and an increasingly diverse student body, faculty, and staff. It is imperative that we build on these defining goals by identifying revitalized long-term strategic actions that will inspire and guide the institution in being an exemplar of Jesuit higher education in a changing and challenging environment.



A University of Distinction

Critical to our success is the constant focus on strengthening the educational experience that distinguishes Gonzaga. Across the institution's history, that educational experience has been refined and developed as faculty, staff and students engage in ongoing reflection on how we proceed in carrying out our work. We will continue to make clear the value of a comprehensive education with the liberal arts at its core and underscore the connection between education and occupational success. More importantly as our lasting legacy, we will do so in a way that strengthens the educational experience, expresses our fidelity to our Jesuit, Catholic and humanistic heritage and our aspiration to be an exemplar of that education well into the future.

Central to Gonzaga University is the development, delivery and support of an exceptional undergraduate educational experience. Also important is the development, delivery and support of graduate programs that extend the Gonzaga Experience into the world through research and ethics-informed professional education that cultivates attention to the common good, creative innovation and leadership. In a period of American higher education that is seeing phenomenal change in the demand for, and delivery of, graduate education, this plan emphasizes its significance, as well as the imperative for graduate studies to be mission-relevant, responsive to sufficient demand and self-supporting.

A further overarching objective of this Strategic Plan reflects a sentiment shared broadly by the Board of Trustees and the leadership of the institution: that Gonzaga must work from a perspective that is constantly evaluating opportunities to position the University for distinction and competitive advantage. This aspiration of strategic differentiation is embedded in many of the goals presented here, and will continue to inform strategic activity and policy development.

The ability to achieve many of the goals of the strategic plan requires a transparent process of identifying and allocating limited resources by achieving efficiencies in operations, enhancing fundraising and identifying prudent investment activities. A transparent process of identifying resources, priorities, and timing will be a major factor in accomplishing strategic goals. Progress towards accomplishing this will entail tracking annual growth in cash freed up from operations, optimizing performance in securing gifts and in our investments, and the annual comparison of expendable financial resources to long-term debt.

University Mission Statement

Gonzaga University is an exemplary learning community that educates students for lives of leadership and service for the common good.

In keeping with its Catholic, Jesuit, and humanistic heritage and identity, Gonzaga models and expects excellence in academic and professional pursuits and intentionally develops the whole person — intellectually, spiritually, culturally, physically, and emotionally.

Through engagement with knowledge, wisdom, and questions informed by classical and contemporary perspectives, Gonzaga cultivates in its students the capacities and dispositions for reflective and critical thought, lifelong learning, spiritual growth, ethical discernment, creativity, and innovation.

The Gonzaga experience fosters a mature commitment to dignity of the human person, social justice, diversity, intercultural competence, global engagement, solidarity with the poor and vulnerable, and care for the planet. Grateful to God, the Gonzaga community carries out this mission with responsible stewardship of our physical, financial, and human resources.



Vision Statement

Gonzaga is a **premier** liberal arts-based university **recognized nationally** for providing an **exemplary Jesuit education** that **empowers** its graduates to lead, shape and serve their chosen fields and the **communities** to which they belong.

Institutional Priorities

Gonzaga University is a complex organization that encompasses multiple channels of accountability, functions in a shifting competitive environment, serves a variety of constituencies and pursues a wide array of goals. Additionally, the University is increasingly being asked to become more sophisticated in how it makes decisions, delivers educational content, supports students and approaches its strategic planning. Meeting these expectations currently involves the work of more than 1,300 full-time employees, involves in excess of 3.1 million square feet of facilities and operates with a gross annual operating budget surpassing a quarter of a billion dollars.

At the beginning of the current administration, the President set forth three institutional priorities to guide decision-making and resource allocation:

- **Gonzaga University as an exemplar of American Jesuit higher education**
- **Academic and educational excellence across all programs**
- **A commitment to institutional viability and sustainability**

In the current plan, these three institutional priorities have been further elaborated in the form of four “commitments” – an acknowledgment that we do our work in an active, relational context, possessed of mutual accountabilities.

Each commitment, in turn, will point to goals that serve as declarations of continuous improvement. Goals provide a means of defining institutional success in achieving the commitments, and later our actions constitute specific activities undertaken in service of the goals.



COMMITMENT 1:

FOSTER RESPONSIBILITY FOR SHARED MISSION

The Catholic, Jesuit University is a place that facilitates the constructive dialogue between the Church and the culture. Today – at a time of great change in higher education, as well as the Society of Jesus – Gonzaga University seeks to participate fully in the mission of the Jesuits by leading both at the center and at the frontiers, fostering engagement between and across faith traditions and cultural groups, and embracing the tensions that accompany the search for awareness, truth, compassion, and inclusivity. Gonzaga will facilitate opportunities that afford all members of its community a chance to gain a common understanding of, and commitment to, the distinctively Catholic and Jesuit mission of the institution as it is reflected in their work. In doing this work, we will promote formation of our community members; actively recruit and retain Jesuits and lay colleagues with a desire to engage in Jesuit higher education; and maintain and promote a vibrant relationship with the Catholic Church and its mission.

COMMITMENT 2:

ANIMATE ACADEMIC EXCELLENCE ACROSS THE INSTITUTION

Academic excellence is an imperative expression of “magis,” the powerful desire for the more, the ever greater good, on behalf of our students and the world. Academic excellence thrives when skilled and accomplished teacher-scholars and aspiring students come together to explore human knowledge, traditions and value systems from around the world, through a multitude of disciplinary and interdisciplinary conversations. It is distinguished by a vision of education as profoundly liberating for the human spirit – and by an embrace of the practices of adaptation, innovation and risk in service to mission – that has marked Jesuit higher education from its beginning. Academic excellence grows when faculty and staff are committed to advancing the creation and integration of knowledge, refining pedagogies to improve student learning, adopting appropriate technologies in teaching and

research, and extending opportunities for civic, entrepreneurial, scholarly and global engagement to provide our students with the most transformative educational experience possible. The practice of critical and reflective inquiry, ongoing pursuit of pedagogical and scholarly excellence and extensive engagement with local and global contexts, prepare Gonzaga University students so that they may transform the contemporary world. Achievement of this commitment would be exhibited in such things as providing a challenging academic experience appropriate to each academic program; cultivating excellent faculty across baccalaureate and post-baccalaureate programs; fostering a community of critical and reflective inquiry; cultivating global perspectives and enable global engagement; and developing refined enrollment strategies.

COMMITMENT 3:

PROVIDE AN INTEGRATIVE JESUIT EDUCATIONAL EXPERIENCE FOR OUR STUDENTS

Gonzaga University exists to guide, challenge and support its students in the Jesuit tradition, from the beginning of their relationship with the University through a course of study and co-curricular experience that leads to completion of the educational program and the granting of a degree or credential. Integral to this work is the conviction that a Gonzaga education must join the development of characteristics emblematic of mature persons with a rich academic experience to form the “whole person.” The institution is bold, reflective and deliberate in supporting students as they secure their academic credentials while taking advantage of an integrative learning process that prepares them both for the immediate future and for a life of service and leadership in a constantly changing global society.

Jesuit education holds two priorities in relationship to one another: care for, and attention to, the individual student (*cura personalis*) and a belief that education is about increasing individuals’ capacities for engagement with the world. In recognition of this, Gonzaga University strives to create an environment in which students learn to integrate the totality of the educational experience into a mature, sound and moral basis for transformative action beyond the campus setting. In doing this work, we will function as a caring, challenging, and supportive community; cultivate the development of the whole person; and develop a cultural, civic, and global identity.



COMMITMENT 4:

OPTIMIZE INSTITUTIONAL STEWARDSHIP AND SUSTAINABILITY

A healthy institution evidences a strong connection between individual capacity and organizational culture, as well as between infrastructure and individual and organizational performance. The University's faculty and staff are the repository of institutional knowledge and skill. In a climate of rapid social, demographic and technological change, it is critical that faculty and staff be supported in efforts both individually and collectively to adapt to and master the changing environment. Additionally, the institution must attend to those platforms and functions that are essential to the creation and maintenance of the dynamic learning and living environment that comprises the integrative Jesuit

educational experience. These necessities are made possible by the University meeting revenue and fundraising goals, efficiently deploying resources against institutional needs, and effectively managing our assets, all with the overarching goal of generating sufficient wherewithal to feed our basic needs and fund the path to premier status. Achievement of this commitment would be exhibited in such things as providing the sources of funding required for financial sustainability and achievement of strategic initiatives; strengthening our student profile; enhancing knowledge and skills; and strengthening our brand image.

Accountability

To ensure that this Strategic Plan remains relevant, the Board of Trustees will annually review the Plan and progress toward goals at its regular meeting in July. The administration will be responsible for proposing changes and other amendments to the Plan as deemed appropriate. The senior leaders will ensure that plans relevant to their specific areas are aligned with and help drive success toward achieving and sustaining the Strategic Plan.





Goals

Approved by the Board of Trustees
July 13, 2023

The goals for Gonzaga University arise out of our Mission Statement and four commitments. They are refreshed in this document recognizing the new context into which the University enters in its next chapter from 2023 to 2028, benefiting from learnings during our previous seven years, from new teachings provided by the Catholic Church and the Society of Jesus, and from our evolving understanding of how our community and the world needs us to lead. Goals provide a means of defining institutional success in achieving the commitments. These are expressions of how we engage our ongoing work and live into the mission.



COMMITMENT 1:

FOSTER RESPONSIBILITY FOR SHARED MISSION

GOALS

Goal 1: *Ensure that all students are afforded structured opportunities for mission education, spiritual development and faith formation.*

At the undergraduate level, the Core Curriculum, in combination with numerous opportunities afforded by both Mission and Ministry and Student Affairs, will create the context within which this can occur. Even as student needs change and evolve, these opportunities also need to evolve and be expanded. At the graduate level, programs within a given School/College will work together with the Chief Mission Officer to create such opportunities.

Goal 2: *Further develop and assess the integration of mission and identity into all aspects of University life, the education of our students, the hiring and development of faculty and staff, and the evaluation of our academic program.*

The regular use of mission identity criteria will be incorporated in all dimensions of University life. For example, Gonzaga has a policy regarding hiring for mission which is integrated into all hiring processes and centers hiring practice in mission. We seek to create opportunities for formation and professional development of all colleagues in Gonzaga's Jesuit mission. By doing this, we seek to continue our aspiration of being, and becoming, an exemplar of Jesuit higher education in the experiences we create for ourselves and our students.

Goal 3: *Be a leader in incorporating the environmental call of Laudato Sí.*

Pope Francis' encyclical, *Laudato Sí* ("Care for our Common Home"), enjoins us to work to reduce environmental damage and degradation so that future generations have the opportunity to thrive. Gonzaga commits to this work in academic and co-curricular offerings, faculty and staff sustainability programming, efforts to reduce our environmental impact including in our investments, the way new facilities are built, and resource management. We seek to lead Catholic Higher Education in integrating the call of *Laudato Sí* into our everyday work and activities.



Goal 4: *Infuse our work with the commitments of the Universal Apostolic Preferences.*

The Universal Apostolic Preferences (UAPs) that the Society of Jesus has committed to through 2029 inform the work of the University in several comprehensive ways. They challenge us to see our work and commitments in higher education as part of the holistic work of the Society of Jesus. Mission identity, social justice, whole-person education, and environmental action are wide-ranging opportunities covered by the UAPs and deeply embedded in Gonzaga's educational and Jesuit Mission. The UAPs invite us into deeper reflection and intensification of our efforts with the knowledge the entire Society labors together on these pressing issues of our day.

Goal 5: *In response to the formation of the Jesuits West Province and its call for continued and enhanced regional collaboration "through partnerships and in networks, to serve the people of God," further develop and enhance partnership initiatives with the Spokane Diocese and other apostolic partners.*

Now five years into the reunified Province of Jesuits West we remain called to collaborate "regionally, through partnerships and in networks, to serve the people of God" (from the Jesuits West Statement of Values). This works to demonstrate our commitment to mission, affirmation of our status as an apostolic work of the Society of Jesus, and enhance opportunities for Gonzaga University community members and others in our region.

COMMITMENT 2:

ANIMATE ACADEMIC EXCELLENCE ACROSS THE INSTITUTION

GOALS

Goal 1: *Develop academic programs of distinction for Gonzaga.*

Our undergraduate and graduate academic programs form Gonzaga students to be thinkers, artists, and practitioners in areas needed by society. Our programs at every level – undergraduate, graduate and certificate – must adapt as the needs of society or our understanding of the world evolves. This requires us to ask not only what is new but also what questions have already been answered. Our programs are an expression of the highest ideals of the University and the areas in which we hope our students will soon lead and in which our faculty and staff will create new knowledge. Our programs must also speak to where we are called to serve, by our community of Spokane, by our region of the Inland Northwest, and by society at large.

Goal 2: *Foster a rich, evolving Core Curriculum promoting critical inquiry and discourse.*

Gonzaga believes that every student is formed, in part, by an exposure to ideas, inquiries, and debates across a wide range of academic disciplines. This formation is distinct from and equally important to the technical expertise gained toward a future vocation through the pursuit of a major or minors. The Gonzaga Baccalaureate Learning Goals include thinking, reasoning, quantifying, problem solving, integrated learning and ethical reasoning, all of which are developed through liberal humanistic learning. Gonzaga's Core Curriculum encapsulates this aspiration. The exchange of ideas through relational discourse is fundamental to the life of a Jesuit university. We therefore provide an academic environment that values a diversity of views, full participation in dialogue, and the development of our students' voices, critical-thinking, and social awareness, all of which are critical to holistic lives of purpose and fulfillment.

Goal 3: *Offer student experiences to deepen understanding of cultures and global issues.*

Students must develop intercultural competence and prepare for living and working in a global context. We are therefore committed to maintaining a robust study abroad program, promoting study away opportunities across the vastly diverse regions of the U.S., intentionally recruiting international students to study at Gonzaga and be fully engaged in our community, attracting faculty from historically underrepresented communities – including international faculty – to teach at Gonzaga, and supporting faculty exchange programs. Together these initiatives, along with the continued exposure to and engagement with diverse cultures and worldviews across the curriculum, will foster in our students a commitment to social justice, diversity, intercultural competence and global engagement.

Goal 4: *Attract, support, and retain a richly diverse faculty and staff.*

Gonzaga's students will be leaders, working with teams, stakeholders, and communities of today and the future. We seek to grow a faculty and staff as diverse as the communities our students will serve, so they are mentored by a range of perspectives as broad as their future lives and vocations. Because faculty and staff at the University arrive with a wide range of experiences and training, we must provide mentoring in launching an independent scholarly program or engaging in the craft of teaching. We must also support professional development goals as these shift and evolve throughout their careers and as colleagues become leaders within their department, school, College or the University. For those whose service calls them into new skills and directions, we will provide them with mentorship and training to explore and grow into their leadership.

Goal 5: Undergraduate students will gain skills through experiential learning.

Gonzaga prizes residually based learning in community so students can be guided and supported in person by faculty and staff. We also seek to create opportunities for internships, externships and work opportunities that provide immersive experiences which allow students to learn by doing and cultivates curiosity and artistic expression that will serve them for a lifetime. We believe the training to inquire, explore, research, create, discover, and communicate original work are the foundations of a liberal education.

Goal 6: Full-time faculty pursue scholarly, artistic, and professional activities.

Pursuing a scholarly, creative, or professional agenda is essential to faculty leading as teachers and scholars. Faculty who are supported in their individual research will bring back to students new ideas at the forefront of their disciplines and provide opportunities for direct student involvement. Furthermore, faculty who contribute to scholarship and artistic expression positively impact the world, our community, and our broader society, a response to the Jesuit imperative to be contemplatives in action. Gonzaga is committed to seeking external grants and revenues that support faculty professional development, key endeavors of the University and partnerships with local industries, civic organizations, and private and government agencies that enrich this work and align with our mission to serve others.

Goal 7: Adopt research-based high-impact practices in our pedagogies.

The counterpart to great teaching is rich learning. Today, higher education is informed by scholarship on the science of learning and practices demonstrated to enhance student learning and inquiry. Gonzaga will support faculty pedagogical development and professional coaching, the incorporation of innovative, educational technology,



as well as exploration of teaching and assessment practices appropriate to the disciplines, that significantly benefit our students' success and development.

Goal 8: Foster community, trust, and confidence through shared governance

Academic communities thrive through trusting, creative, and two-way communication between faculty, staff, and administration. Each has expertise and insights as to the challenges and opportunities facing Gonzaga. Trust, goodwill, and a shared sense of mission animate our joint project to educate future servant leaders. We value and will continue to cultivate open dialogue and collaboration at the University in service to our common mission.

COMMITMENT 3:

PROVIDE AN INTEGRATIVE JESUIT EDUCATIONAL EXPERIENCE FOR OUR STUDENTS

GOALS

Goal 1: We seek to make college accessible.

In the early years of its foundation, the Society of Jesus committed itself to the mission of education, and sought to expand access to this formative education worldwide. Today, meeting this challenge includes smart financial aid strategies for students and families with greatest need, reducing debt after college (which in the U.S. is now the second largest form of consumer debt), and reaching out to communities who might not believe that Gonzaga is an option. Further, our mission to be accessible calls on us to consider who is and who is not “seated at the table.” Today’s learners do not all have the privilege of transitioning directly from high school to a residential experience. For these reasons, we will continually explore undergraduate, graduate/professional, and certificate opportunities, as well as teaching modalities that leverage remote technology, that support a wide array of students.

Goal 2: Enroll and support a richly diverse student body.

Gonzaga’s students will be leaders in their vocations, working with teams, stakeholders, and communities we and they may not know today. Engagement across diverse identities and backgrounds contributes to a student’s development, level of cultural awareness, and commitment to finding the beauty of God in all peoples. This experience better prepares graduates to beneficially participate in a multicultural society. The presence of international students enriches Gonzaga’s culture and the educational experience for all students. The presence of international students also aligns Gonzaga with the Jesuit commitment to encounters across cultures. For these reasons, Gonzaga is committed to recruiting and supporting students across a wide variety of cultural and social identities. All students must be welcomed and feel a sense of belonging here.

Goal 3: Foster student leadership through exploration and service.

Providing access to field-related, immersive learning environments is essential to making the case for the long-term value of a Gonzaga degree. As an exemplar university Gonzaga provides students with access to networks in business, public service, education, faith leadership, and other sectors. Developing the skills to apply classroom learning applicable to leading in diverse contexts begins right here at Gonzaga. Believing that learning happens both in and outside the classroom, we foster opportunities for students to develop leadership through teaching and research assistantships, student leadership development programs, student government, outdoor learning, entrepreneurship clubs, student organizations dedicated to social causes, professional societies, community boards, and other experiences. Exploration in leadership happens under the close mentorship of faculty and staff.



Goal 4: Develop resiliency, well-being, healthy living, community, and flourishing.

Over the past years, our nation has experienced a growing mental health crisis that has significantly impacted the wellness of the next generation. Whether because of learning in isolation during the global pandemic, economic stress, sociopolitical division facing society, substance abuse and addiction, all-consuming and manipulative messaging from social media, or shifting family dynamics and realities, the next generation faces new and significant challenges. Consistent with our Jesuit charism of *cura personalis* – the care for and development of the whole person, in mind, body, and spirit – we are called to support students' ongoing maturation through the development of tenacity and resiliency, well-being, social development, and healthy living for their overall success while at Gonzaga and after they graduate. Through an increased sense of belonging and community and wellness skill building, we engage students in developing security in their personal identity and purpose that will carry them into their lives.

Goal 5: Develop partnerships that support regional needs and learning through service.

The Jesuits call upon us to be “contemplatives in action,” thus challenging us and our students to employ our scholarly and disciplinary expertise to the benefit of the world around us. Gonzaga seeks to positively and profoundly address the needs of the region by partnering with other respected organizations to identify needs, propose solutions, and actualize solutions. We will support the development of partnerships that connect faculty and programs with community and government organizations around us that promote the common good. We will foster curricula that engage students in service to their communities, developing knowledge and skills that cultivate a sense of broader purpose.



This work by our faculty, staff, and students will not be “over and beyond” what is normally expected of them, but directly rewarded and communicated through the University’s mentoring, expectations, workload, and values. It is no accident that Gonzaga University, a Jesuit, Catholic, humanistic institution, also carries Carnegie Community Engagement Classification.

Goal 6: Students will demonstrate readiness to transition into their educational, professional or vocational journey.

The success of graduates in securing either educational or vocational placement is one of the ways that potential students (and their parents) measure the success of the educational program. Many students are either employed, involved with internships, or starting their own entrepreneurial ventures within one year of graduation. Others are called to the pursuit of social justice work, one of the hallmarks of a Jesuit education. Still others seek further training through graduate or professional degrees. Whatever path they choose, Gonzaga will support their individual discernment and journeys to be leaders of purpose.

COMMITMENT 4:

OPTIMIZE INSTITUTIONAL STEWARDSHIP AND SUSTAINABILITY

GOALS

Goal 1: Enhance student success, retention, and graduation.

Gonzaga's retention of undergraduate students from first to second year is excellent and its four-year graduation rate is exceptional. At the same time, we know students entering the University today have different needs and challenges, whether because of difficult academic circumstances emerging from the global pandemic, different interpersonal and coping skills in a social media dominated age, or complex social and economic realities they face. Students at every level make significant sacrifices to pursue their degree, and each have distinctive needs. Living true to our mission will require the Gonzaga community to develop strategies and indicators that initiate, integrate and guide efforts to support students vulnerable to stalling in their academic progress, with the goal of helping all students to complete their program of study.

Goal 2: Continually manage operating revenues and expenses to execute our mission.

Stewardship entails responsible use of all resources in service of mission and mindful attention to the array of programs and activities our institution undertakes to execute that mission. By attending to the material realities of academic and co-curricular programs, institutional leadership makes informed decisions about how to allocate resources to realize institutional outcomes informed by shifting trends and challenges and opportunities in higher education. By informing our decisions with data, we will formalize a system for assessing and benchmarking the financial performance of every area of the institution.

Goal 3: Elevate Gonzaga's market position as among the nation's premier, accessible academic institutions through effective marketing and communications of Gonzaga's distinctive attributes and Jesuit values.

Gonzaga University's image is strong thanks to great care and stewardship exercised by all major areas of the institution. Given dynamic changes to the higher education landscape, it is imperative to communicate a distinctive, research-based value proposition strategically, creatively, and consistently in support of enrollment, fundraising, retention, and employment goals.

Goal 4: Enhance people strategies, systems, and processes enabling faculty and staff to maximize their contribution to the mission.

Building people strategies that motivate, incentivize, and empower desired behaviors is essential to accomplishing our mission. By redesigning our approaches to recruiting, development, and rewards we create a foundation for colleague success. When combined with experiences that foster connection, relationship, and professional growth, we will enable engagement with Gonzaga.





Goal 5: *Create and maintain welcoming and inclusive spaces for students, faculty and staff that foster belonging, community, well-being, and exemplary Jesuit education.*

Intentionally invest in student residence halls, academic facilities and other community-building spaces that enhance the integrative Jesuit educational experience and promote a safe living, learning and working environment and relationship inside and outside the classroom.

Goal 6: *Maintain healthy enrollments through providing multiple program options and strategic enrollment planning.*

Gonzaga University seeks to further serve its community through intentionally diversifying its student body and strengthening its academic offerings, both influenced by the fostering of external partnerships and with a focus on experiential learning, always valuing and being informed by the tradition of Jesuit education.

Goal 7: *Drive more efficient and effective processes and technology to enhance student, faculty and staff engagement.*

The University must optimize its limited resources and strive for continuous improvement in how we support academic and administrative processes impacting students and employees. Enabling technologies create capacity for enhanced student and employee engagement, allowing all community members to maximize their talents and expertise.

Goal 8: *Steward and grow benefaction to ensure access and affordability, improve academic programs, and fund strategic initiatives.*

Achieving this goal will significantly enhance the degree to which the University provides scholarships and grants to prospective students, enhances academic offerings, and otherwise reduces the University's dependence on tuition-based revenues. Sustaining annual fund revenues and increasing endowment contributions provide a durable funding source that improves the long-term financial sustainability of our academic mission.









Actions

In this update of the Gonzaga Strategic Plan, as in years past, we continue to focus on concrete actions and initiatives that carry us forward into the next chapter. These are the new initiatives that we believe we are called to do, and are borne out of our individual discernment; collective campus conversations, meetings, and town halls; and our engagement with the broader Church, Society of Jesus, and society around us. They are each experiments, forays into new territories, and must therefore be studied rigorously with accountable metrics and evaluated over time. We believe these actions represent opportunities for Gonzaga to grow and richly live up to its mission.

ACTION 1: **SCHOOL OF HEALTH SCIENCES**

Spokane is the Inland Northwest's most significant center of health care providers, with more hospital beds than any other metropolitan area between Seattle and Minneapolis. Comprehensive health education and access to care in rural areas remain high needs for our region. Building on two of Gonzaga's existing strong programs in nursing and in human physiology, we will recraft the current School of Nursing and Human Physiology to become the School of Health Sciences. We will explore other crucial areas of allied health education and research, including such possibilities as public health, occupational therapy, physical therapy, or social work. We will build collaboration not only within the institution, but also with regional partners such as the University of Washington School of Medicine, with whom we partnered in 2016 to anchor medical education in Eastern Washington. We will use all our talents and disciplines to inform public policy to improve economic and other factors influencing health and wellness in our region, and work for social justice for the marginalized. For as much as the global pandemic taught us of the crucial



importance of quality health care, it also exposed the great inequities in access and the disparate outcomes that result. This aligns with Universal Apostolic Preferences, which teach us to walk with the poor and the vulnerable

ACTION 2: **INSTITUTE FOR INFORMATICS AND APPLIED TECHNOLOGY**

Technology has shaped our quality and way of life, enhancing our ability to connect with the world, our ability to explore, and even extending life itself. At the same time, in the recovery from the devastation of the global pandemic and hampered by shortages in access to health care and supply



chain shortfalls, it is clear that the U.S. must re-invest in its technology-infused economy. Increasingly, we are made aware of how organizations, utilities, civil infrastructure, and even national defense depend on information security. Further, as healthcare becomes ever more reliant on management of data to inform practice and outcomes, harnessing data for clinicians and researchers as well as protecting it becomes a critical part of a thriving health care infrastructure. Gonzaga is in a special position to both educate and help spur innovation in areas like advanced manufacturing, healthcare, big data, supply chain management, and information security. Building on significant faculty strength, Gonzaga will create an Institute for Informatics and Applied Technology to bring together in one space the faculty expertise that can be a partner to local industries, clinical health providers, and the University of Washington School of Medicine. Through the creation of this Institute, we will launch new degree programs and continuing/executive education in software, data sciences, artificial intelligence, cybersecurity, bioinformatics, and biomedical engineering, and do so in a way infused with the moral, ethical, and values-based context of our Jesuit identity and priorities.

ACTION 3: **INTEGRATIVE JESUIT EDUCATION**

Gonzaga's work is animated by the Jesuit charism of *cura personalis*, the development of the whole person. Our 2012 Statement of Affirmation as a Jesuit institution included a set of baccalaureate learning goals which articulate a desire that students come not only to learn academic concepts, but to explore their own development in mind, body, and spirit. These goals describe what we intend students' overall learning experience to be, including their work in their majors and the co-curriculum. Through portfolio-based experiences, we will encourage individual student growth, development as leaders, explorations of faith and ethics, service to others, and care for themselves. All students will be entered into living-learning communities as part of a formative freshman year experience as well as a sophomore year experience. To foster this, we will embark on an ambitious expansion of our residence halls, both as a matter of sustainable and affordable housing in the Spokane community, but also to create developmentally appropriate spaces

for our students to form relationships, learn from one another, and be in community with supportive faculty and staff as they progress from freshman to sophomore to upper division, to graduate/professional students. Recognizing that changes in society, the isolation of technology, and global, economic, and public health crises threaten youth more than ever, we will embark on an ambitious project of promoting and supporting student wellness and success. We will expand our efforts at global and national study away education, both by bringing Gonzaga students to diverse parts of the globe and U.S., as well as by exposing students on our campus to diverse learners and educators from all over the globe.

ACTION 4: **RE-IMAGINE THE LEARNING ENVIRONMENT**

The science of teaching and learning tells us we are not empty vessels to be filled with knowledge but rather individuals engaging with the world in our unique and relational context. Gonzaga's residential learning experience prizes the way we learn best, through collaboration, dialogue, reflection, debate, and community. We will embark on an ambitious reimagination of our infrastructure to foster this learning environment for faculty, staff, and students. We have begun to reimagine the Foley Library as an academic learning commons, bringing faculty, staff, and students together in collaboration, dialogue, and mentoring. Through this work, we will create more spaces for peer collaboration. We will create spaces for staff to support students in advising and mentoring. We will create space for a reimagination





of the Center for Teaching and Advising into a Center for Faculty Development and Formation. Through this reimagined center, we will support faculty through their entire career development, through teaching and advising, their research, and their development as leaders. Importantly, the reimagined center will support faculty in living out the Jesuit mission of Gonzaga. Finally, we will invest in the technology that helps us reach students where they are, through digital learning tools and systems that enhance efforts to develop and deliver in-person, hybrid and fully online courses rooted in Ignatian pedagogical principles, a CRM to support our offices that care for students, and the tools to assess their progress to completion.

ACTION 5: **STRATEGIC ENROLLMENT**

Gonzaga University seeks to further serve its community through intentionally diversifying its student body and strengthening its academic offerings, both influenced by the fostering of external partnerships and with a focus on experiential learning, always valuing and being informed by the tradition of Jesuit education. We seek to expand access to the educational opportunities at Gonzaga, meeting students where they are. The Strategic Enrollment Plan priorities focus on four key areas that will positively contribute to enrollments at Gonzaga, informed by market demand, demographic trends, and community needs: (1) enhanced marketing, recruitment, and admissions (including

expanding partnerships and enhanced data analytics to support growth and diversity of enrolled students); (2) financial aid and pricing strategies (including examining the pricing strategies to yield the desired incoming class and/or cohort of students, ensuring alignment between price, perceived value, and prospective students' and families' aspirations and needs); (3) student success infrastructure (including coordinating student and academic support operations, analytic support to enhance progression and persistence of the most at-risk populations); and (4) demand-based program and certificate alignment (including developing new and refreshing current traditional academic programs aligned to market to prospective student demands while infusing other program types, accelerated programs, and certificates or non-degree programs).

ACTION 6: **INCLUSIVE EXCELLENCE**

Gonzaga's aspiration to become a more inclusive and equitable institution and authentically embody our educational mission in an increasingly culturally diverse world led to the development of an Inclusive Excellence Plan. The goals and objectives listed in the plan reflect concrete aspirations which will require organizational coordination, investment and leadership, a unified roadmap for diversity, equity, inclusion, belonging and justice. The Inclusive Excellence Strategic Plan includes goals, strategies, new investments, assessments and accountability efforts. In collaboration with campus partners, the Office for Inclusive Excellence will monitor planned

efforts and annually share progress reports on related plans for individual units (academic and administrative) across campus that include specific, measurable, attainable, relevant and time-bound objectives. The plan articulates specific tactics and actions to be undertaken by various administrative and academic units in six priority areas: (1) recruiting, retaining, and fostering the success of a diverse community; (2) nurturing an inclusive campus climate and intergroup relationships; (3) promoting inclusive teaching, scholarship, and service so our students will see inclusion as part of their education and formation; (4) building capacity for inclusion work amongst faculty and staff through their training and development; (5) strengthening and deepening community relations and partnerships to broaden the impacts of inclusion and justice principles; and (6) developing the University's infrastructure to assess, report, and ensure accountability in this work.

ACTION 7: **SERVICE AND ACTION WITHIN** **OUR COMMUNITY**

Gonzaga's work is animated by the call to justice and solidarity articulated by Pedro Arrupe, S.J. as the requirement to be persons for and with others. We are aware of the tremendous privilege we have to experience a liberal arts education, and we know we are called to be in service to others. Here in Spokane and the Inland Northwest, we are called to support the dignity and beauty of all who live in our communities. At Gonzaga, this is not simply co-curricular work; this charism of service informs how we construct and align academic programs. To foster this work, all academic degrees will include service learning, experiential learning, outdoor learning, or global learning. Faculty scholarship of engagement is valued. Our academic curricula will build upon these community partnerships. We will strengthen our commitment to Opportunity Northeast, serving the Logan neighborhood with housing, family care, legal advocacy, and workforce training. We will seek an innovative partnership with Catholic Charities to explore the creation of a new child development center, providing much-needed care not only for children of faculty and

staff at Gonzaga, but children within the Logan neighborhood, and in so doing leverage the talents and service of faculty and students in our academic departments with this expertise. Recognizing the historic responsibilities we have, we will invest in faculty to support partnerships with regional tribal nations. We will continue our investment in outdoor learning, modeling for students how crucial is our role in caring for our common home.

ACTION 8: **HUMANITIES INSTITUTE**

The Gonzaga Institute for the Humanities (GIH) will promote the humanities as the foundation of our Catholic, Jesuit, and humanistic mission. The GIH will foster interdisciplinary scholarly and creative activity, student learning experiences, and public engagement in local and global contexts. In method and content, the GIH will pursue and share knowledge in solidarity with those who experienced marginalization and for the common good. The GIH will use the methods found in the public and digital humanities to build scholarly engagement between traditional humanities disciplines and all academic disciplines at Gonzaga University, as well as the wider community. By fostering projects anchored in promoting justice and the common good, the GIH will promote collaboration regionally, nationally, and globally; cultivate a sense of place and belonging; amplify community voices, histories, and experiences; inform contemporary debates; and engage with others to name and rectify injustices.



The GIH will leverage skills of faculty and staff to make headway on issues including (but not limited to) housing and homelessness, identity and culture, and socioeconomic stratification. By collaborating with local and global partners and colleagues from across disciplines – spanning the College as well as the School of Law, School of Education, School of Health Sciences, School of Engineering and Applied Sciences, and School of Leadership Studies— we will engage in research that impacts the problems of today in Spokane and beyond through the relentless pursuit of being people for and with others.

ACTION 9: **CENTER FOR IGNATIAN DIALOGUE AND DISCERNMENT**

All around us, we see the erosive effects of public discourse that seeks to alienate rather than to build community. We see an emphasis on combativeness and winning over reflection and discernment. We see “othering” rather than the Jesuit charism of presupposition. Gonzaga seeks to lead public discourse in another way. Cardinal Micheal Czerny, S.J., Prefect of the Vatican Dicastery for Promoting Integral Human Development and alumnus of Gonzaga University, posed a prophetic and provocative question to the community in his visit to Gonzaga: “Is not dialogue the vocation of a university in a polarized world?” Through the Center for Ignatian Dialogue and Discernment we will create an academic center that initiates and models civil public dialogue on the most pressing topics of our time – from politics, to social issues, to theological and philosophical questions that span generations. The Center advances our Catholic, Jesuit mission by pursuing truth oriented toward the common good. Under the direction of a faculty member, acting as Director of the Center and reporting to the Office of the Provost, this center will foster difficult dialogues in the academic community, bringing together scholars, practitioners, community members, elected leaders, and activists to engage in discourse geared toward generating understanding of competing viewpoints and diverse perspectives.

ACTION 10: **INSTITUTE FOR CLIMATE, WATER, AND THE ENVIRONMENT**

Pope Francis has given us all a clear mandate through *Laudato Si*. At this pivotal moment, all fields of human inquiry are called upon to collaborate to transition from a period of human devastation of the Earth to a period of integral Earth-human relations. The Jesuit commitment to justice adds the insistence that such work be marked by care for our common home. In the Inland Northwest, we see the tragic effects of drought on forests and wildlife. We see communities impacted by shortages of water and the accompanying economic devastation. Gonzaga will be a leader creating a nationally recognized academic center dedicated to understanding and responding to climate and other environmental crises to realize a just and verdant world. Through a foundation with current faculty, we will create a new Institute for Climate, Water, and the Environment. We will continue to recruit faculty leaders, climate scientists, legal scholars, and economists who will lead conversations about water management, ecological restoration, responsible development, social justice, and public policy. We will pursue competitive and compelling scholarship. We will foster meaningful student learning outcomes, experiential learning, and service learning opportunities that enable our students to be leaders of purpose and agents of change.

ACTION 11: **INTERCOLLEGIATE ATHLETICS**

We will strengthen the durability and competitiveness of all Division I intercollegiate programs, in particular the historically successful men’s and women’s basketball programs, to differentiate Gonzaga as a nationally-recognized athletic and academic institution. Intercollegiate athletics serves as an important element of the student experience at Gonzaga – for both student-athletes and those

that support them. Within the dynamic landscape of NCAA Division I athletics, we will prioritize the transformational outcomes the mission of Gonzaga supports for its high-achieving student-athletes in the classroom, in competition, and in the community. Further, with marked success, student-athletes are afforded a platform upon which their voices can be amplified to tell their story as representatives of the University. The ability to attract high-caliber student-athletes, as well as students for whom athletic competition is a value, is also an important element of the overall enrollment strategy for the University, and the provision of strong programs in all sports contributes significantly to that aim through exposure to the broader world of all the academy has to offer. Gonzaga's reputation as a relevant institution nationally and internationally has, in no small part, been served specifically by the success of its NCAA Division I basketball program, and its continued success enables the University to enjoy continued renown and supports its visibility and viability.

ACTION 12: **AFFIRMING OUR** **DEFINING RELATIONSHIPS**

Gonzaga University is a sponsored work of the Society of Jesus ("The Jesuits"), the largest order of religious men in the Roman Catholic Church. The Jesuits and the University co-exist in an active, vibrant relationship as part of a worldwide community of apostolic works. As such, the University strives to animate the lives of its students and community members with both the traditions and contemporary practices and preferences of the Jesuits at a local, provincial, national and global level. Gonzaga's history is also rooted in the foundational work of the Jesuits of the Northwest, which involved entering into relationship and ministry with the Native American tribes of the region. The University also sees itself as deeply intertwined with the City of Spokane and the Inland Northwest, with which it exists in a powerful, mutually-beneficial relationship. Gonzaga will continue to create ways of honoring and deepening these relationships by developing or expanding existing partnerships and initiatives that reflect authentic efforts to define needs and priorities as we strive to live in healthy relationship, despite instances or traditions that may have caused historical harm to individuals or groups.



Metrics

Approved by the Board of Trustees
July 13, 2023

The purpose of metrics is to ensure continuous tracking, align resources and plans with outcomes, and develop actionable plans for improvement. Implementing metrics for evaluation allow for continuous quality improvement and avoids emergencies when key measures of success are observed after the fact to have been in decline. It must be emphasized that “more is not necessarily better” when it comes to monitoring metrics – metrics are a tool to evaluate year-over-year performance relative to academic goals.

We can use metrics to:

- Monitor growth and progress of the programs at Gonzaga.
- Evaluate the impact of the action plans in this document.
- Inform resource allocation within the College/Schools.
- Demonstrate accountability of the Strategic Plan.

Metrics and Measures

Student Achievement

1. Enrolled headcount
2. First-to-second year retention
3. Second-to-third year retention
4. Graduation rates
5. Diversity of students
6. International student participation
7. Experiential learning
8. Service learning
9. Honors participation
10. Career development
25. Employee retention
26. Undergraduate majors & minors
27. Graduate enrollment
28. Annual, on-campus, online and summer session enrollment
29. Annual fundraising
30. Endowment size
31. Percentage of financial student need met
32. Number of Pell eligible students

Academic Excellence

11. Academic program ranking
12. Scholarly publications
13. Community partnerships
14. Faculty FTE
15. Faculty national honors
16. Media appearances and publications
17. Sponsored research revenues
18. Global/national study away

Faculty/Staff Development

19. Diversity of faculty at all ranks
20. Percentage of full-time faculty
21. Percent of faculty with terminal degree
22. Time in rank
23. Faculty hours in diversity, equity and inclusion programming
24. Staff hours in diversity, equity, and inclusion programming

Institutional Stewardship

33. Student debt at graduation
34. Net revenue/student

Shared Mission

35. Student involvement in Mission events, retreats and religious services
36. Faculty earning micro credentials for Mission formation
37. Staff hours in formation or AJCU, Collegium and ACC&U workshops
38. Graduating students' integration of reason, faith and spirituality
39. Graduating students' perception of spirituality and Mission
40. Mission-centered partnerships



GONZAGA UNIVERSITY
Strategic Plan



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