

# BUILDING A STRONGER UNIVERSITY STRATEGIC PLAN 2021-2024

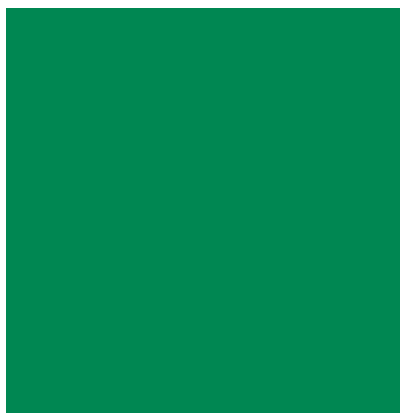
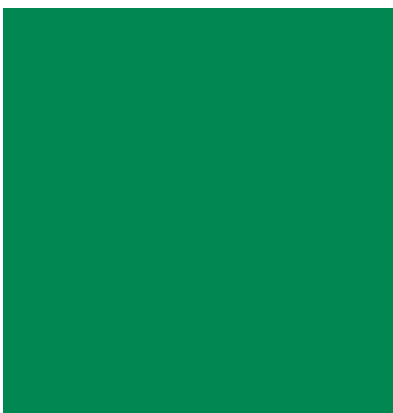




# RU HISTORY

Roosevelt University’s founding as an independent, private, coeducational institution of higher learning was a feat requiring considerable courage. The university was born of a dispute between the Board of Trustees of Chicago’s Central YMCA College and then-President Edward J. Sparling over equality of opportunity and academic freedom. In 1945, the Board of the Central YMCA College mandated that quotas be placed on the admission of minority students, not an uncommon practice at the time. President Sparling, a man of uncompromising principles, defied this mandate and was fired as a result. In a remarkable vote of confidence and shared purpose, 92 percent of the faculty and 97 percent of the student body left the school with him. Together, they established a different kind of academic institution, one committed to equal access to higher education for all.

Named after President Franklin D. Roosevelt and First Lady Eleanor Roosevelt, who together championed human rights, equality, and democracy, Roosevelt University is dedicated to social justice and the enlightenment of the human spirit.

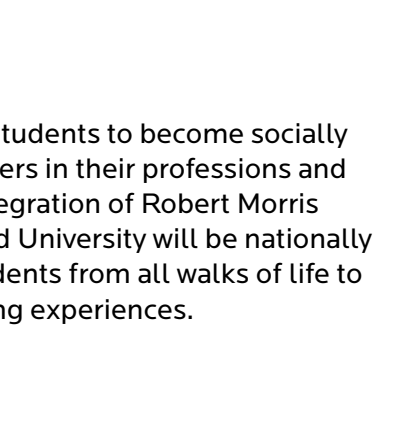
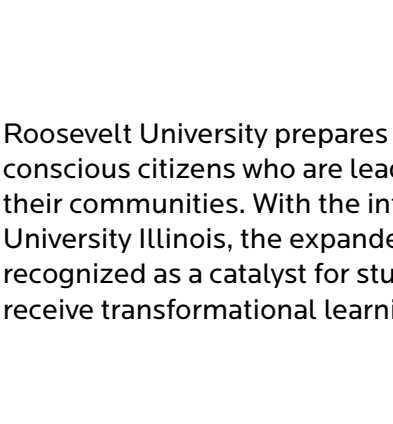
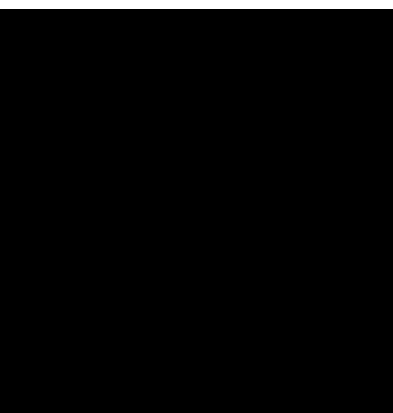


# MISSION

Reflecting the ideals of its founders in 1945, Roosevelt University is a private, nonsectarian community of educators, scholars, and learners committed to academic, creative, and service excellence who value differences in personal experiences and perspectives; ask the difficult questions; and promote mutual understanding, inclusion, social consciousness, and action toward social justice. Recognizing that difference broadens perspectives, Roosevelt University seeks and serves a diverse, promising student body from metropolitan Chicago and around the world.

The hallmarks of the Roosevelt University experience are strong student-faculty interaction and engagement with metropolitan Chicago as both a laboratory for learning and as an expression of its commitment to social justice. The experience is created through the efforts of a strong faculty dedicated to excellence in teaching, research, and creative activity and a staff equally focused on helping students grow and achieve their educational and life goals.

Roosevelt is a metropolitan university that is an active partner in the social, economic, and cultural development of the communities it serves. It offers a broad array of academic programs, from associate degrees to doctoral degrees, in a highly interactive environment where students can explore, discover, and develop their unique abilities and interests.



Roosevelt University prepares students to become socially conscious citizens who are leaders in their professions and their communities. With the integration of Robert Morris University Illinois, the expanded University will be nationally recognized as a catalyst for students from all walks of life to receive transformational learning experiences.

# VISION



# CORE VALUES

From its founding, Roosevelt University has been dedicated to the enlightenment of the human spirit. The following core values are rooted in social consciousness -- providing opportunities and developing individuals, thereby contributing to a just society:

## Diversity & Inclusiveness

The University embraces diversity, values personal perspectives, and strives to ensure equity in student success to address societal gaps in educational attainment.

## Enlightenment & Awareness

Roosevelt inspires the discovery of personal and universal truths through learning opportunities that highlight individual responsibility within a society.

## Integrity & Civility

The University supports respectful discourse and a deep understanding of various perspectives, leading to actions that promote a common good for all and the sustainable environment on which our world depends.

## Adaptability & Transformation

Roosevelt adapts its curriculum and practices to emphasize effective teaching and experiential learning to broaden the acquisition of knowledge to transform students.

## Knowledge & Wisdom

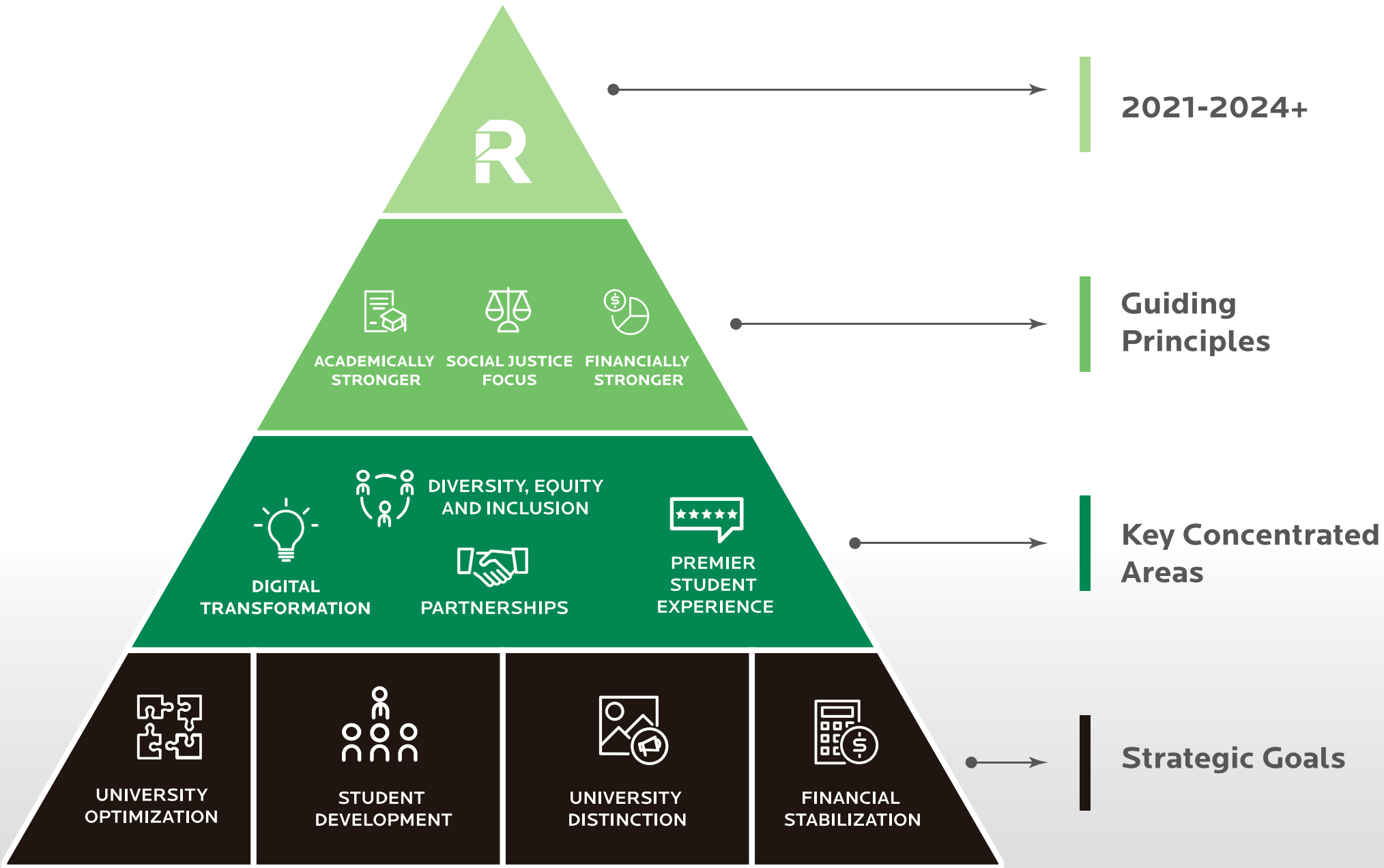
The University fosters exemplary teaching, interactive learning, and research for the community to gain knowledge. The University provides a broad array of experiences so that knowledge can be further developed and wisdom can be gained and acted upon.



## A FRAMEWORK FOR SOCIAL JUSTICE AT ROOSEVELT UNIVERSITY

Roosevelt's institutional culture and mission stem from the commitment to diversity, inclusion, and access on which the University was founded. The University has championed social and racial justice since its beginnings and continues in this spirit today. Our view of justice is based in a belief that fairness, honesty, integrity, equity, and critical agency should resonate throughout every institution within a civil society. Over the years, Roosevelt University has fortified this singular dedication to democratic ideals through teaching, research, community partnerships, advocacy, and public outreach--the kind of learning that transcends the classroom. By reinforcing the importance of learning and progressive action on behalf of fairness and equity to our students and to the greater community, the University plays a significant role in shaping the world's next generation of socially conscious and ethical citizens and leaders.

# BUILDING A STRONGER UNIVERSITY PURPOSE STATEMENT



Roosevelt University, at the completion of this formal strategic planning cycle, will be recognized for its **commitment to social justice**, providing pathways and **access to education** with a strong academic and student experience across all formats, locations and modalities. The annual **budget is balanced** without a deficit; the **investment portfolio is growing**. Planning and budgeting are integrally linked, and all internal constituents are involved in planning and accountability for outcomes. **Roosevelt University is growing its national leadership position in diversity, equity and inclusion, and expanding its reputation as a multicultural university for students, employers, employees and organizational partners.**



# STRATEGIC GOALS

**University Optimization**

**Student Development**

**University Distinction**

**Financial Stabilization**

ROOSEVELT UNIVERSITY



# UNIVERSITY OPTIMIZATION

Roosevelt will use its agile infrastructure to meet the needs of an evolving higher education landscape. The culture will promote innovation in academic programming and service delivery, strengthened by employee-centered growth initiatives as well as faculty research and creativity, to create avenues for improved enrollment, retention and non-tuition revenue generation platforms.

- Strengthen ongoing **institutional change management**
- Optimize resources by cultivating curriculum-driven collections and service in the library
- Protect the University from threats to data security
- Develop a culture of **data-driven decision making** across the University
- Create University-wide structure and goals to leverage institutes and centers
- Strengthen ongoing robust program review
- Develop pipelines for the greatest number of students
- **Invest in employee development**
- Expand employee promotion
- Build Board of Trustees membership through strategic outreach to corporate and community leaders





# STUDENT DEVELOPMENT

Roosevelt is committed to creating experiences and providing services that guide students to persist to graduation, with pathways to thrive socially and academically. The creation of engagement-driven environments and participation in personal and professional growth opportunities, centered on social and racial justice, preparing students to be informed citizens and leaders in multi-cultural environments, will be prioritized as fundamental to a well-rounded collegiate experience.

- Focus on **decreasing attainment gaps** for 1st year students of color
- Integrate career and alumni services
- Streamline student navigation of administrative processes with development of **cross-functional hub/service center**
- Increase level of student support
- Expand resources for students with disabilities
- Focus on **creating University traditions** and culture that meet student needs for belonging
- Support **equitable access to education** and University services



# UNIVERSITY DISTINCTION

Roosevelt will expand its reputation for academic excellence in diversity, equity, and inclusion and will be recognized as a destination for students to learn, staff to work, and faculty to teach, engaging in research and creative activities, as part of a multicultural community.

- Build **brand awareness**
- Focus on enrollment marketing
- Further develop giving initiatives that align with the mission and **diversity, equity and inclusion goals**





# FINANCIAL STABILIZATION

Roosevelt will keenly manage its resources to meet its short- and long-term goals, balancing the budget annually, and creating channels to maximize revenue through enrollment, auxiliary services, partnerships, and fundraising.

- Maximize net tuition revenue with a **balanced budget**
- Expand partnerships
- Create **additional revenue** generation models