

Progress Toward Academic Plan 2024–2027 Goals (Fall 2025 Update)

Overview

This report reflects progress on the 2024–2027 Academic Plan as of Fall 2025, organized by the five strategic priorities. It blends quantitative tracking and qualitative reflection, using the highlight color coding below to assess current status:

Green: On-track (expected to be completed) or completed goals

Yellow: Goals in progress that are delayed/adjusted.

Red: Goals that have been removed or substantially altered.

Each section begins with a narrative summary, followed by a table of specific progress indicators. Each goal in the priority will be addressed, for updates/conversation about individual action items, please reach out to the Provost.

Operational and Cultural Transformation

Academic Affairs has made substantial headway in transforming structures, processes, and cultures toward greater efficiency and shared leadership. The consolidation of leadership roles and creation of new academic communities mark significant milestones. While administrative flattening and policy standardization efforts have largely been achieved, some goals – especially around workload documentation and continuous improvement of program optimization – remain ongoing. Overall, the foundation for operational sustainability and alignment with mission values has been successfully set.

Goal/Action

Notes

✓ Flatten Academic-Affairs Administration

Restructure complete; communities established. Communities are operational and sustainable, though not constructed exactly as originally envisioned/continuous evolution.

✓ Program Portfolio Optimization

Rubric in progress, will be “live” before 2026.

✓ Shared Governance/University Senate

Senate established/functioning. Governance audit to be completed by May 2026.

✓ Workload & Compensation Policies

In development/continuing work.

✓ Standardized Hiring Practices

Implemented and consistent.

✓ Collaboration with SEM

Structures in place, deepening integration.

Student Experience and Engagement

This area continues to show strong energy and alignment with mission-centered goals. The integration of advising, belonging, and career development under the Community for Student Success has deepened holistic student support. Retention work is ongoing, with data infrastructure improving but requiring further analysis. Efforts around experiential learning, belonging, and non-degree programming are in motion, with Laudato Si integration and co-curricular innovation as a needed area of work. A continued focus on scalability and closing equity gaps remains central to next year's agenda.

<u>Goal/Action</u>	<u>Notes</u>
✓ Support for International Students	Unable to add new lines to support students, but have identified current staff to support. Student Life support for international students is strong, need to develop supports for work-study.
✓ Career Development and Networking	Mentorship and curricular integration expanding. Vocational learning community and HLC Quality Initiative show growth in this area.
✓ Experiential Learning	Partnerships expanding, HLC Quality Initiative.
✓ Non-Degree Programming	Early attempts were unsuccessful due to limited resources and misalignment with Enrollment strategy. Updated Enrollment Plan includes exploration into this type of programming.
✓ Sense of Belonging	Feedback loops active; advising improved. Qualitative data and some quantitative measures show growth, need a fuller assessment.
✓ Learning Commons Expansion	Tutoring supports operational, some mentioned actions achieved, but lack of funding limiting this broader goal of expansion.
✓ Retention Rate	Working to establish meaningful benchmarks. Total withdrawals are down YoY, traditional retention has been consistent, post-traditional persistence increased from AY25 to AY26.
✓ Equity Gaps	Have made efforts in programming/supports to address this, but to date unable to fully assess effectiveness. Difficulty in getting data, program optimization dashboard will allow further exploration.

✓ Matriculation Pathways	Multiple pathways have been built, have not yet achieved goal of having a pathway for each UG program.
✓ Partnerships	Really great work rebuilding the relationship with CCCS, now multiple degree partnerships with AJCU institutions, multiple international partnerships.
✓ Mindfulness/Mental Health	Increased supports in Student Affairs, multiple classes across colleges are utilizing U-Thrive modules in curriculum. Starting in 2026, we will provide in-house U-Thrive modules.
✓ Navigability	Some suggested actions have not been achieved and are unlikely to be. Other/different efforts continue.
✓ Special Populations	Both Global Inclusive and Prison Programming is growing/strengthening, an Associate's pathway and increased BLA access are in progress.
✓ Multi-Modal Programs	Some growth here, resources have limited our ability to a) assess which programs should have multi-modal pathways, and b) development of such pathways.
✓ Cross-College Collaborations	There have been examples of course sharing, but to date limited degree construction.

Faculty Development, Diversity, and Scholarship

The creation of the Community for Cura Facultas has expanded opportunities for growth and collaboration. Diversity initiatives and inclusive hiring practices continue to evolve, though institutional-level assessment of impact is still forthcoming. The culture of faculty support is strengthening – albeit changing, and attention to part-time faculty development reflects meaningful progress toward equity and inclusion within the academic workforce. ***It is noted that the reduction in some areas of academic support and the increase in some areas of faculty work has negatively changed the nature of faculty development and scholarship support for some faculty. The “completed/on-track” designations are related to specific action items, not necessarily to the overall faculty experience. This is being assessed and will be addressed on an on-going basis, and will be a focus for the next strategic plan.***

<u>Goal/Action</u>	<u>Notes</u>
✓ Faculty International Engagement	Many partnerships developed, limited engagement.
✓ Professional Development & Peer Assessment	Programs/models developed and provided. TLE has built strong resources, but utilization is low/spotty. Grant support has increased.
✓ Diversity and Cultural Competence	Training expanding; evaluation forthcoming.
✓ Part-Time Faculty Support	Improved onboarding and engagement. Gains made in certain colleges, no university-wide effort has been pursued (intentionally).

Community Impact

Community partnerships remain a vital area of work. Several colleges have developed strong collaborations with employers, nonprofits, and educational institutions. The Jesuit Worldwide Learning and Jesuit Refugee Services partnerships are reemerging as core expressions of the university’s mission. Expansion of interdisciplinary programming continues to bridge community needs with academic expertise.

<u>Goal/Action</u>	<u>Notes</u>
✓ Community/Corporate Partnerships	Pilot programs progressing, Guild partnership has been expanded.
✓ Jesuit Worldwide Learning and Jesuit Refugee Services	Reactivated and aligned.
✓ Community-Based Collaborations	Cross-sector projects underway.

Servingness as a Hispanic-Serving Institution (HSI)

Servingness continues to mature from an aspirational identity to a systemic practice. Visibility of HSI identity across academic and student-facing materials has grown, though assessment of outcomes by race/ethnicity remains a key next step. Efforts toward inclusive hiring and anti-oppressive pedagogy have deepened faculty and staff engagement. The proposed HSI Task Force will provide the leadership structure needed for next-stage progress. Servingness is being embedded systemically. HSI identity visibility has grown, while assessment and leadership structures have advanced.

<u>Goal/Action</u>	<u>Notes</u>
✓ Visibility of HSI Identity	Successfully increased visibility/awareness, not present in mission statements.
✓ Equity-Oriented Assessment Strategies	Data development ongoing.
✓ Compositional Diversity Goals	Limited recruitment opportunities, but efforts have been made when hiring has occurred. Continued work on retention.
✓ Training and Development	Multiple opportunities provided.
✓ HSI Task Force	Established and operational.

Closing Reflection

As of Fall 2025, the Academic and Student Affairs Plan is largely on track, with critical structural reforms completed and strong momentum across initiatives. The success is due to the work of the community and would be impressive in any climate, but to make gains given the disruptive and substantial change to our broader industry and our own resources showcases the quality of the work and character of our faculty and staff. External and internal realities have limited how we pursue the actions in the strategic plan, but have not altered the goals we are pursuing.

As we approach the final year of this plan, we will focus on deepening data-informed assessment, strengthening community partnerships, and realizing the transformative potential of servingness as a way of being, imbedded in all we do. We are starting to realize *some* settling and stability in our structural operations, and given all of the individual costs that have been paid for the sustainability of the institution, we will look to develop new strategic priorities focused on rebuilding individual supports in the next plan.