



CHOWAN UNIVERSITY

Strategic Plan
2017-2022

Reimagine - Transform - Shape





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MESSAGE FROM THE PRESIDENT



"Becoming Chowan University."

Chowan University is in the process of becoming.

For 169 years, the University has prepared young minds for a lifetime of success. Today, the challenge for a university such as Chowan, grounded as we are by history, faith, and traditions, is to be agile enough to respond to changes in higher education, while maintaining focus on our mission. I am confident we can meet this challenge and adhere to our heritage, and my opinion is based on the commitment and passion of faculty, staff, students, and alumni, and the support of our friends—individuals who have been fundamental in reaching our current level of success.

The three strategic aims outlined in this plan serve Chowan very well and are grounded by clear statements of Vision, Mission, and Values that inform our culture. The plan presents the core of our future ambitions and how these will be achieved. Our aspiration is demonstrated by the range of goals, objectives, and action steps. Taken

individually, they are intended to move the University forward in attaining its mission of transforming the lives of students of promise.

As we face the five-year period covered by this plan, the question is not “will” we reimagine, transform, and shape Chowan. Instead, the questions are “when” and “how.” It will require us to uphold students and their success as paramount. If we do that successfully, we will be well placed to realize, indeed surpass, the university we seek to become.

Once again, I call on those whose lives have been touched by Chowan to join with me in achieving our vision -- that we become a national model of student success within an inclusive community. I look forward to your ongoing support as Chowan continues the process of becoming.

Kirk E. Peterson
President



OUR VISION



Imagine a Christian university that is a national model of student success within an inclusive community.

Imagine a Christian university that advances the calling of our students through teaching, learning, engaging, and serving. Imagine a Christian university that is defined by the opportunities we create, by the lives we transform, and by the futures we shape.

You have imagined the university we seek to become.



OUR MISSION

Chowan University, grounded in its Christian faith, transforms the lives of students of promise.

The University fosters its mission by

- ensuring its Christian character informs all its endeavors.
- equipping undergraduate and graduate students with the knowledge, skills, and ethical values necessary to flourish in a culturally diverse, global society.
- promoting active participation in discovery and creative activities.
- providing a supportive teaching and learning environment.
- enrolling and retaining promising students of all backgrounds.
- meeting the students' social and spiritual needs by affording personal attention in a caring community.
- cultivating relationships with students, alumni, churches, corporations, foundations, and other stakeholders.
- maintaining stewardship of its physical, financial, and human resources.
- offering intercollegiate athletic programs that enhance the academic and personal development of all student-athletes while promoting individual and team success.



OUR VALUES



Faith — We honor our Christian heritage, embracing and sharing the light and truth of God. We believe that Faith in Your Future underscores all that we do.

Inclusion — We value individuals with diverse backgrounds and points of view, appreciating that inclusion cultivates acceptance and encourages the freedom of thought and expression. We believe our commitment to inclusion allows each member of our community to teach, learn, serve, and live in an atmosphere of respect and dignity.

Imagination — We encourage a questioning spirit, understanding that scholarship and its quest for knowledge is the cornerstone of imagination. We believe a learning environment that promotes imagination leads to discovery and creates a culture of lifelong learning.

Engagement — We foster a caring environment, engaging all members of the university community as active participants in service to one another and the greater world. We believe that a spirit of service is central to our faith and learning traditions.



OUR STRATEGIC AIMS

Reimagine Teaching and Learning – To deliver innovative teaching and learning opportunities for students who, regardless of their background, will succeed academically and reach their potential.

Transform the Student Experience – To provide positive, life-changing experiences for students from their point of entry to the university, through to graduation.

Shape a Sustainable Future – To ensure that sustainable practices are at the heart of the university.



STRATEGY ONE REIMAGINE TEACHING AND LEARNING

Goal: To deliver innovative teaching and learning opportunities for students who, regardless of their background, will succeed academically and reach their potential.

Objective 1:

1.1 Implement a student-centered curriculum that is innovative and evolving, enabling students to be successful.


Action Steps:

- Review and assess the adequacy of the general education curriculum.
- Develop a first-year/second-year experience program.
- Review and assess the adequacy of degree programs to determine whether the mix of courses now in place meets advances in knowledge and student needs.
- Develop a reading across the curriculum program.
- Conduct an audit to identify the addition of new academic programs to enhance current programs and to match market demands.

Objective 2:

1.2 Support innovative teaching practices to enhance student engagement and promote greater academic performance and achievement.


Action Steps:

- Create a Teaching Academy to advance, encourage, and reward active, engaged learning.
 - Promote initiatives designed to assist faculty in recognizing different student learning styles and developing formative assessment strategies.
 - Improve the assessment of course outcomes and use the results to develop strategies, leading to improved teaching and learning.
 - Ensure that faculty development opportunities are made available to adjunct faculty.
 - Transition the critical thinking master teacher program to a first-year/second-year experience master teacher program.
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Objective 3:

1.3 Enhance student success by developing and implementing experiential and innovative strategies.

Action Steps:

- Increase the number of courses, including introductory and early courses, with a focus on active problem-solving, project-based learning, and research methods.
 - Provide support for involving students in research, conference presentations, and in professional organizations.
 - Strengthen links among general education, experiential learning, and the majors.
 - Revise the capstone experience so that it guides students to apply, reflect on, and articulate how their knowledge and skills are applicable to their futures.
 - Require academic programs to develop strategies both inside and outside the classroom that emphasize career and post-graduate preparation.
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Objective 4:

- 1.4 Foster student success by promoting a culture of student advising with meaningful discussion leading to persistence and completion.

Action Steps:

- Develop improvements in pre-major advising.
- Elevate the quality of advising by identifying outstanding advisors and equipping them to lead the advising program in their departments and schools.
- Purchase and launch Jenzabar Ex Advising.
- Create an advising syllabus for each academic program.
- Implement fully the Student Success Transition Points program.



Objective 5:

1.5 Re-envision academic support services to enhance students' success in meeting their academic goals.

Action Steps:

Restructure and refocus academic support services with a goal of moving toward a one-stop approach.

Launch a weekly proactive email and text outreach campaign that sends messages of support to students, to include information on the value of a college education and campus resources.

Launch Aviso, a platform that empowers instructors and advisors and engages students.

Revise the "I'm In" program to focus on the challenges faculty and staff faced, the resources they accessed, and the successes they achieved while navigating their college experience in order to normalize what students are going through and feeling and to show them how large their network of support and community is on campus.

Develop a four-year graduation guarantee agreement.



STRATEGY TWO TRANSFORM THE STUDENT EXPERIENCE

Goal: To provide positive, life-changing experiences for students from their point of entry to the university, through to graduation.

Objective 1:

2.1 Meet our students' evolving cultural and social needs by providing a broad range of residential, co-curricular, and extra-curricular experiences centered on student engagement, development, inclusiveness, and success.

Action Steps:

- Increase number and viability of university chartered student organizations by offering leadership development training for current and emerging leaders.
- Offer weekly campus-wide activity programs that promote a variety of quality cultural and social enrichment events, with one program each week promoting success, inclusion, and/or collaboration.
- Increase community engagement, university engagement, and service learning opportunities through student organizations and academic programs.
- Promote wellness by strengthening health and psychological services.
- Implement the Leadership Corps, a program designed to assist students in the development of life-long leadership skills.

OBJECTIVE 2:

2.2 Help students explore their faith and become global citizens by expanding opportunities for spiritually enriching experiences.

Action Steps:

- Implement fully the Ministry Assistant Program.
- Assure availability and visibility of pastoral resources, to include counseling, mentoring, and guidance, to all segments of the student body.
- Expand mission programs to four trips per year with sufficient funding for all interested students.
- Create experiences that



OBJECTIVE 3:

2.3 Enhance the academic and social success of students by effectively designing and utilizing spaces on campus.

Action Steps:

- Create learning and living spaces that promote student collaboration, creativity, inquiry, social interaction, and a more vibrant campus life.
- Identify open and functional spaces outside classrooms and residential facilities that allow faculty, staff, and students to read, think, reflect, and converse.
- Provide instructional space dedicated to twenty-first century teaching and learning.
- Create virtual spaces where faculty, staff, and students can meet using networked digital devices.



OBJECTIVE 4:



2.4 Assist students in achieving success through their career preparation by developing applicable initiatives and programs.

Action Steps:

- Expand the career development office with additional services and staffing.
- Integrate career awareness and development throughout the curricula with special focus in first-year and senior capstone experiences.
- Create more opportunities to bring employers and students together both in on- and off-campus settings.
- Ensure that each student is prepared for professional life after graduation.

OBJECTIVE 5:

2.5 Ensure that competitive athletics plays a positive role for students in campus life.

Action Steps:

- Increase the number of student-athletes receiving individual academic honors on campus and in the conferences.
- Provide all athletic teams the necessary program resources to compete successfully.
- Provide outstanding fan-engagement experiences for each sport.
- Enhance student-athletes' engagement with the local and university communities through service, outreach activities, and events.
- Conduct an audit to identify the addition of new athletic programs.

STRATEGY THREE SHAPE A SUSTAINABLE FUTURE

Goal: To ensure that sustainable practices are at the heart of the university.

Objective 1:

3.1 Maintain the fiscal stability and growth of the University's resources through responsible budgeting and decision-making, external funding, and preserving the strength of the endowment.

Action Steps:

- Develop annual budgets that seek to grow income and manage expenses to provide resources for core mission activities.
- Monitor a net revenue model for the financial operations of all university programs to assist in decision-making.
- Increase external funding and improve donation participation rates among key constituent groups, including alumni, corporations, and foundations.
- Preserve the strength of the University's endowment.

OBJECTIVE 2:



3.2 Modernize policies and programs to assist in the hiring, retention, support, and development of faculty and staff who thrive on promoting student success.

Action Steps:

- Increase the number, quality, and diversity of faculty and staff.
- Expand professional development opportunities in teaching, learning, and student engagement for faculty and staff.
- Develop health and wellness programs for faculty and staff.
- Support and expand employee social functions and recognition programs.
- Modernize human resource systems.



OBJECTIVE 3:

3.3 Advance student success as the core value of the University by cultivating sustainable partnerships and broadening constituent engagement.

Action Steps:

- Develop more opportunities for alumni-student mentoring, while recognizing and responding to the demographic shift in our alumni body.
- Strengthen the University's brand identity and messaging program for consistent representation.
- Adopt systems to match the message to the recipient.
- Promote outstanding faculty, staff, students, alumni, programs, and institutional qualities to bring deserved attention and increased recognition to the University.



OBJECTIVE 4:

3.4 Enroll students of promise, providing them with pathways toward persistence and completion.

Action Steps:

- Set and achieve annual and long-term enrollment, course completion, retention, and graduation targets that allow the University to improve the success of students and their experience.
- Incentivize and empower programs, departments, and schools to improve the success rates of students.
- Continue to improve customer service in every aspect of the University.
- Implement strategies to place textbooks in the hands of all students.
- Assess the financial aid-awarding model annually to determine its impact on recruiting and retention.

OBJECTIVE 5:

3.5 Support the University mission by building and improving the campus environment.

Action Steps:

- Promote safety, environmental responsibility, and stewardship.
- Develop and utilize a new campus master plan to guide decisions about the priority, siting, and design of new facilities and renovation projects.
- Build a Campus Center, including dining facilities, that enhances the interaction of members of the University community.
- Provide first-rate classrooms, labs, studios, equipment, technology, residential buildings, athletic facilities, and other spaces for an outstanding learning, living, and playing environment.
- Develop a capital campaign to construct an academic building that supports the mission of the School of Business.
- Construct a new football, soccer, and lacrosse complex.



ABOUT CHOWAN

Chowan University is a comprehensive, coeducational, residential, church-related university on a beautiful campus in northeastern North Carolina in the historic town of Murfreesboro. It is the second oldest of North Carolina's five Baptist colleges. It opened in 1848 as a four-year college for women, Chowan Baptist Female Institute. It was renamed Chowan College in 1910, admitted male students in 1931, and became a two-year institution in 1937. In 1992 Chowan College returned to four-year status. In 2006 the institution was renamed Chowan University to reflect the quality, diversity, and growth of the institution.

