

# REIGNITING OUR FUTURE

Strategic Directions  
at the Midpoint



SEATTLE  
UNIVERSITY



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Dear Colleagues and Friends,

As we reach the midpoint in Reigniting Our Strategic Directions (RSD) 2022-2027, I am pleased to share this report.

When in the midst of a long journey, it is important occasionally to pull back the lens to get a perspective on the ground we have covered. Taking stock of what we have achieved over the first half of our strategic plan, we can point to progress in a number of important areas. I will offer just a few examples. We have increased our investment in student health and wellness. We are working to institutionalize SU ADVANCE, which is transforming the university's professoriate and culture by supporting a more diverse faculty that reflects the campus community as a whole and bolstering our commitment to student success. And, during our transition to lay leadership, we have created the Office of Mission Integration, which will be crucial to keeping us anchored in our Jesuit and Catholic character, the foundational goal of our Strategic Directions.

Significant efforts are also being devoted to key initiatives that will begin to bear great fruit in the coming years, such as the efforts to reimagine and revise our curriculum and to reposition our university for growth. These are cornerstones of our five-year plan and central to who we are and how we can achieve our aspirations.

That we have so many accomplishments to celebrate at this point in the process is entirely due to the engagement and hard work of our campus community as a whole. I want to thank especially the chairs and members of the RSD Working Groups who are driving these initiatives forward as well as the Provost Fellows who are actively engaged in reimagining our curriculum.

What has been particularly encouraging to me is the extent to which our Strategic Directions have been integrated with the day-to-day work of our faculty and staff. This alignment has been made possible by senior leaders, who have aligned their organizational structures with our RSD priorities.

In acknowledging and appreciating all that we have accomplished thus far, let's recommit ourselves to seeing this important work through to its completion. By joining the innovative spirit of the dynamic Seattle region we call home—with a humanity grounded in the distinctive 500-plus-year tradition that is Jesuit education—we are creating something truly special. Let's make the next three years a time of unprecedented growth and transformative change for our university as we seek to continue to empower our students to become leaders for a more just and humane world.

Respectfully and gratefully,



Eduardo M. Peñalver  
President



## Mission

Seattle University is dedicated to educating the whole person, to professional formation, and to empowering leaders for a just and humane world.

## Vision

We will be one of the most innovative and progressive Jesuit Catholic universities in the world, educating with excellence at the undergraduate, graduate and professional levels.



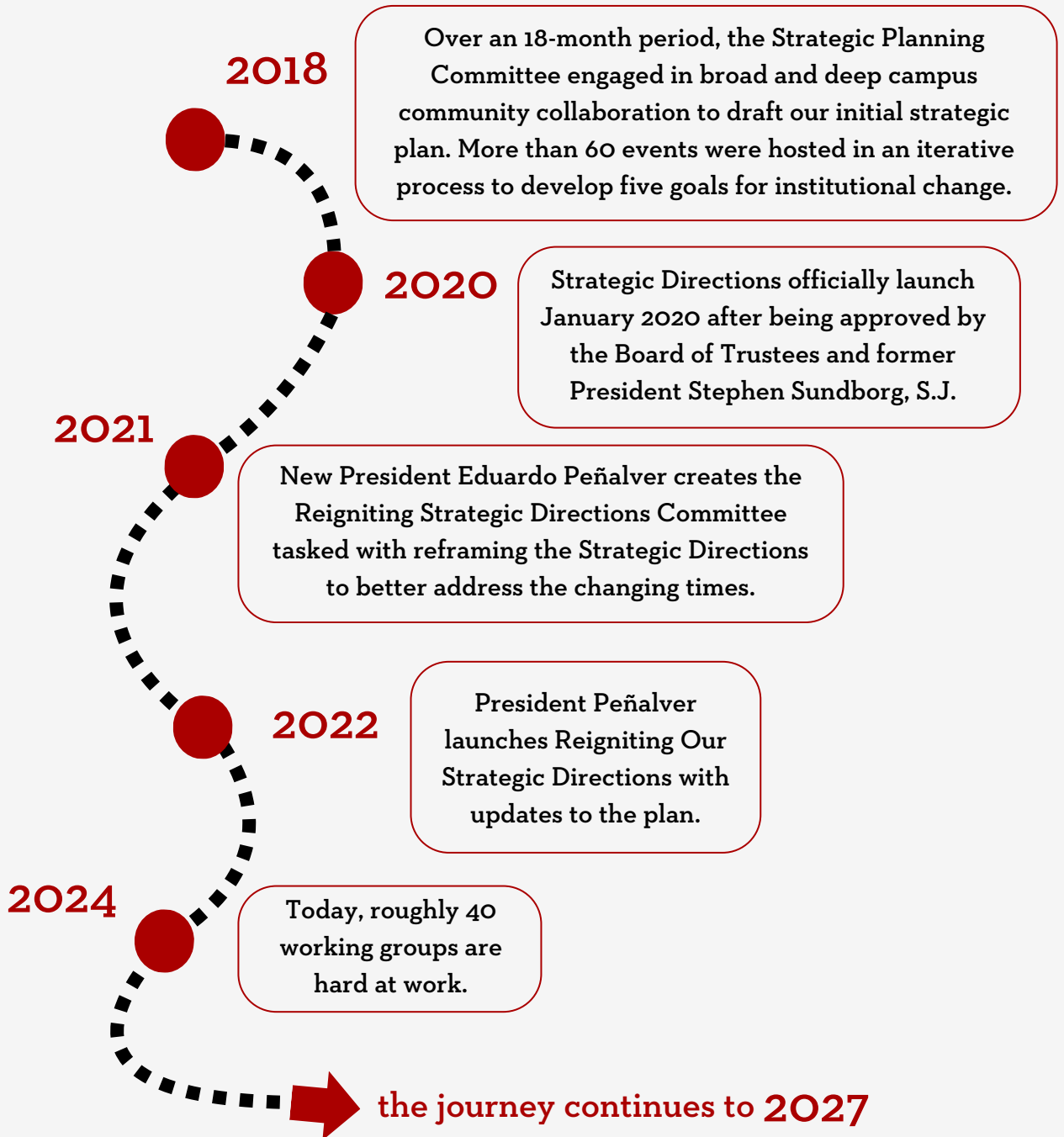
“To implement strategy is to say, ‘We want the future to receive a gift from our community,’ then to embark on the years of steadfast, painstaking, collaborative effort to deliver our gift. Collaboratively leveraging our community’s blended talents, energy, wisdom, excellence, and shared commitment, the result of this transformational journey is that we become the gift that the world needs from Seattle University.”

Chris Van Liew | Vice President for Strategic Initiatives



# REIGNITING OUR STRATEGIC DIRECTIONS

2022-2027





# Foundation: Remaining Anchored in Our Jesuit and Catholic Character



*“Seattle University’s Jesuit and Catholic character is the very foundation of its mission and identity. From our commitment to educating the whole person to our dedication to inclusive excellence, it suffuses everything we do.”*

## New Division for Mission Integration

Seattle University welcomed Catherine Punsalan-Manlimos as the inaugural Vice President for Mission Integration in summer 2022. The creation of this new division supports the university in the RSD foundational goal: Remaining Anchored in Our Jesuit and Catholic Character. In the first year, the Mission Council was reconstituted, two faculty colleagues were welcomed to focus on faculty development and strategic initiatives, work was begun to build operational capacity and the intersection of mission and the intellectual life continues to be explored. With Campus Ministry and the Center for Jesuit Education as the core components of the division, the good work they have done continues as the Division of Mission Integration grows.

*“This is a place where change happens and people grow. This is a place where Ignatian values and philosophy are really alive.”*

**Kim Thompson | Senior Director  
for Disability Services**



## Mission Priority Examen

The Mission Priority Examen (MPE) is an opportunity for Seattle University to reflect on our mission and identity as a Jesuit, Catholic university and to identify future goals. The MPE process kickstarted in Fall 2022, with the formation of a steering committee, engagement with the campus community and with a report sent to the Senior Leadership and the Board of Trustees at the end of academic year 2022-2023. Seattle University completed its Mission Priority Examen after offering more than 20 opportunities to participate in input sessions, which included students, alumni, staff, faculty, senior leaders, regents and trustees. Representatives of these constituencies also met with the visiting team in 20 distinct meetings.

Seattle University's MPE Report identified three mission priorities that were affirmed by the visiting team:

- Strengthen understanding and commitment to Seattle University's Jesuit, Catholic educational mission;
- Promote inclusive excellence as a Jesuit, Catholic value; and
- Continue to advance and strengthen SU's commitment to care for our common home as articulated in Seattle University's Laudato Si' Action Platform.

The quality of the report was such that several participants in the MPE process commented on its value for orienting new members of the Seattle University community.

The next steps in 2024 include awaiting letters of support from leadership of the Jesuits in the U.S. and Canada and ultimately, reaffirmation of the Jesuit, Catholic character of Seattle University and continued sponsorship of the Jesuits from the Superior General of the Society of Jesus (the Jesuits) in Rome.

*"My vision for the Division of Mission Integration is that we are the recognized resource for deepening understanding, commitment and integration of SU's Jesuit, Catholic educational mission into all facets of the university. SU's Reignited Strategic Directions Foundation is remaining anchored in our Jesuit and Catholic character, expressing our mission throughout all the five goals. The Division of Mission Integration plays a critical role in the creation of a Ignatian campus culture that prepares students, faculty, and staff to learn, discern and live into what this means for them and their roles at the institution."*



Catherine Punsalan-Manlimos | Vice President for Mission Integration



# Laudato Si' Seven-Year Journey Toward Integral Ecology

In enthusiastic response to Pope Francis's invitation to higher education institutions, President Peñalver signed a letter of commitment in September 2021 for Seattle University to participate in the "Seven-Year Journey Toward Integral Ecology" and the Laudato Si' Action Plan (LSAP). The LSAP Leadership team finalized a campus-wide, multi-year action plan in February 2023, which includes four main priorities and 27 goals that span campus operations, departments and partnerships.



## Priority 1: Integrate Integral Ecology Across the Curriculum and Research

This effort seeks to embed sustainability and climate change themes across academic disciplines, experiential learning, co-curricular activities and student professional development. Notable achievements include the delivery of curriculum workshops, the launch of Laudato Si' faculty research fellowships, the creation of sustainability-focused courses and the formulation of a campus-wide sustainability definition.

Inventories of all sustainability courses offered by SU and all sustainability research conducted by faculty in the past three academic years were also developed. The courses and research are mapped to the Laudato Si' Action Platform Goals and United Nations Sustainable Development Goals.

## Priority 2: Achieve Climate Neutrality and Reduce Seattle University's Environmental Footprint

The main goal of this priority is achieving climate neutrality and reducing the university's environmental footprint. The working group is developing long-term strategies, with recent accomplishments such as the creation of the Zero Carbon Over Time Infrastructure Plan (ZoT),



a Green Fleet policy and a Zero Waste student fellowship team. The aim of these groups is to transition campus operations toward carbon neutrality, increase energy efficiency, minimize waste and conserve resources.

### **Priority 3: Practice Socially Responsible Consumption, Purchasing and Investment**

In alignment with Laudato Si's call for socially responsible consumption and investment, Seattle University is advancing initiatives in ethical procurement, divestment from fossil fuels and sustainable investment practices.

In June 2023, Seattle University became the first university in Washington state and the first Jesuit, Catholic university in the country to fulfill a commitment of divestment from fossil fuels, while charting a new course of socially responsible investing. In April 2024, the university adopted its first sustainable procurement policy.

### **Priority 4: Develop a Sustainable Campus Climate and Deepen Community Engagement and Public Advocacy**

Community resilience and self-efficacy call for deep listening, community engagement and participatory action at various levels. Efforts in this area focus on building relationships with local, native and other BIPOC communities, collaborating on educational seminars and programming for informed public advocacy and bolstering student peer-to-peer educator programs.

Through these prioritized actions and collaborations led by the Laudato Si' Steering Committee, Seattle University is advancing toward integral ecology and sustainable practices.

The dedication to yearly assessments, continuous improvement and transparent communication has been a factor in the university's commitment to its sustainability journey and the broader mission of promoting environmental stewardship and social responsibility within the academic community and beyond.

A major assessment of the university's sustainability practices and LSAP goals has recently been completed and resulted in a GOLD STARS Rating by AASHE (the Association for the Advancement of Sustainability in Higher Education). Seattle University obtained a score of 83.87 percent with notable improvements since our last STARS report (2021) in the areas of carbon emission reductions, support for research and scholarship, peer-to-peer student education, sustainability in buildings, waste minimization, paper purchasing, sustainable investments and workplace health and safety.

For more information  
on the Laudatory Si'  
Action Platform



# Goal I: Reimagine and Revise Our Curriculum



**“We will comprehensively reimagine and revise our curriculum in order to deeply embed practices and qualities that make our education more distinctively Jesuit and empowering.”**

It’s not hyperbole to put forth the notion that education not only engages and enriches minds but has the power to change the world –and each of our places in it.

Seems lofty, perhaps, but this is the essence of the truly transformative work that is being orchestrated by faculty, departments and programs across campus at the midpoint in an ambitious process of fully reimagining and revising academic programs across the board.

As outlined in Goal 1 of the Reigniting Our Strategic Directions 2022-2027: “Reimagine and Revise Our Curriculum,” as a “comprehensive university in the humanistic and liberal arts tradition, we are preparing our students to respond to the great challenges facing our society, including sustainability and climate change, racial injustice and widening economic inequity and rapid technological change and its societal and economic impacts.” This work also closely aligns with our Jesuit ethos and a Jesuit education that aims to not only form and care for the whole person but also to create a more just and humane world.





Led by faculty, the work that began in 2022 is nearing the midway point, with the process undergirded by SU's mission and an objective to deeply embed practices and qualities that make an SU education more distinctively Jesuit and empowering, while addressing the pressing challenges of today. Getting to this point involved countless hours, workshops, one-on-one sessions and ongoing dialogue with faculty across disciplines and departments. Creating buy-in was crucial to this process: faculty members' expertise, experience and leadership are central to curriculum changes, the creation and revision of courses and the creation of new programs.

What makes this all the more unique—and illustrates the magnitude of the work behind revamping all aspects of a curriculum—is really how extensive it is. While it's not uncommon for a college or university to revise a specific course or for changes within a single department, this literally touches every department, every school and college, and requires that all 75 academic programs consider how all of their requirements work together to prepare students for the greatest challenges, while also providing disciplinary competencies. Additionally, the work represents an interdisciplinary approach while employing Ignatian pedagogy that responds to the changing needs of students, aligns with the mission and ensures academic quality.



“What our Seattle University faculty members are doing to distinguish the education we provide our current and future students is remarkable,” says Special Assistant to the Provost for Curriculum Charles Tung, who is also co-chair of Goal 1 with Academic Assembly Vice President for Curriculum Patrick Murphy. “Part of our Jesuit educational tradition focuses on the creation of a better world. And the priorities are significant because that educational mission is what faculty are asking every major, every grad program, every part of the academic enterprise to engage in and improve.”

Going into this work, faculty adopted a mindset that recognizes there is not one singular curriculum but many multifaceted disciplines with different contributions to make in relation to our strategic priorities, says John Fleming, co-director of the Provost Fellows program and director of Curricular Programs and Policy. “A curriculum is an assertion of values and a commitment to developing knowledge and to think through how people can engage big questions. It’s a multidisciplinary approach and about engaging with the big issues [our students] are faced with today.”

*“I view our academic curriculum as the center of who we are as a university. It’s the clearest and best expression of our values, what our faculty prioritize in our courses, in our academic programs, in the Core Curriculum and the pathways we create for our students. This is how we walk with them, form them, prepare them for the various opportunities that they’ll have in their lives.”*



Shane P. Martin | Provost

## Goal 1: Reimagine and Revise Our Curriculum

# Provost Fellows

The Provost Fellows represent and embed faculty leadership and scholarly expertise throughout the planning and implementation of the Strategic Directions. Launched by the Office of the Provost in 2022, the Provost Fellows are drawn from faculty across the schools and colleges and bring their scholarly, curricular and pedagogical expertise to bear on objectives that support specific RSD goals.

The majority of Provost Fellows help to lead one of the most significant and transformational intellectual endeavors in Seattle University's history: Goal 1: Reimagine and Revise Our Curriculum. Divided into working groups, the Provost Fellows in this area are working collaboratively across the schools and colleges to create meaningful, practical, and interdisciplinary workshops, forums, white papers and tools to support faculty leaders in all 75 undergraduate and graduate departments and programs in their revision efforts. In direct and continuous consultation with faculty and staff across the entire campus, a working group of Provost Fellows is also revising the University Core Curriculum to transform the foundational education we provide our undergraduate students.

Other notable areas of Provost Fellows' leadership within the strategic directions include their support of the objectives of *LIFTSU*, *SU* scholarship and mission culture, the teaching evaluation process, and the student experience, engagement and success.

By recognizing and empowering our faculty's knowledge and expertise, and by promoting their leadership, Seattle University is developing into an institution that employs a sophisticated model of shared governance. As Provost Martin remarked:

*"The Provost Fellows are doing transformative work that has the potential to be a national model around the country, creating opportunities for universities to rethink how they acknowledge, understand and promote leadership and scholarly contributions of faculty."*





# Reimagine and Revise Our Curriculum Summits

Much of the progress to Reimagine and Revise Our Curriculum (RRC) happens in the day-to-day work of incremental change. Occasionally, we have an opportunity to develop an event to spark connection and collaboration around the work in a more dramatic way. In Winter 2023 and Spring 2024 the RRC Summits were just such events. Each of the two summits featured examples and practical tools to accelerate curricular change. These engagements also provided open forums on the Core Curriculum revision for direct input from faculty leaders and staff.

“What our Seattle University faculty members are doing to distinguish the education we provide our current and future students is remarkable,” says Special Assistant to the Provost for Curriculum Charles Tung, who is also co-chair of Goal 1. “The two summits are the first times in our university’s history that all of our faculty leaders have gathered to talk about their curricula and to share ideas across our schools and colleges, across departments and disciplinary divisions. I do not know of any other university approaching the greatest challenges of our times in such a comprehensive and systematic way.”

More than 10 Provost Fellows-led workshops and panel discussions brought together more than 120 faculty leaders across disciplines and schools/colleges and key campus and community partners to focus on how to think in curricular terms about timely topics including examples such as:

- Generative AI and Its Impact on Society
- Interdisciplinary Case Studies Focused on Technology, Media and Racial Justice
- Improving Access Through Universal Design and High-Impact Practices
- Internships, Professional Formation and NACE Competencies
- Sustainability and Partnering with Community-Based Organizations



REIGNITING  
OUR STRATEGIC  
DIRECTIONS  
2023-2030



REIMAGINE  
REVISE  
CURRICULUM

Read more here



Provost Fellows



RRC Summits

# New University Core Curriculum

The University Core Working Group was tasked with reimagining our foundational Core Curriculum as a key part of the larger project to Reimagine and Revise Our Curriculum. The Core prepares students to respond to the great challenges of our time while maintaining and strengthening other learning outcomes and competencies essential to general education in the Jesuit, liberal arts tradition.

The Core working group engaged broadly with campus in 2022-2023 to draft a set of learning goals that communicate our Core Curriculum's values to prospective and current students and anchor the ongoing work of reimagining its structure. With the support of the President and Provost, these goals are listed below:

*The University Core offers students foundational and transformational learning opportunities that help them develop critical thinking skills while nurturing their sense of gratitude, wonder, curiosity and joy. Critical inquiry involves examining evidence, questioning underlying assumptions and analyzing structures of power and complex systems that impact our lives, communities, nation and planet. Such an inquiry must be accompanied by empowering students to become leaders who envision positive, hopeful alternatives that contribute to a more just and humane world.*

To these ends, Seattle University's Core sequence offers a common curriculum that prepares our graduates to:

- Engage with Jesuit and Catholic intellectual traditions
- Cultivate knowledge, understanding and collective responsibility regarding urgent challenges of our time
- Apply multiple cultural and disciplinary modes of inquiry
- Practice diverse modes of reflection and expression
- Inspire creative modes of action that respond to injustice and inhumanity and advocate for the common good





In 2023-2024, the working group has continued to engage our community in the revision stage to prepare for the complex planning and implementation phases. The group has proposed a revised curricular structure rooted in the above learning goals that includes the following:

- Increased emphasis on the developmental stages of a student's holistic intellectual and spiritual formation.
- A signature seminar that will welcome all incoming students to Seattle University and the city of Seattle.

- A Global Perspectives requirement that engages with global or intercultural themes and encourages the study of a Modern Language or an Education Abroad experience.
- A Responsibility and Action requirement that asks students to engage with a community beyond campus through advocacy or community-engaged learning.
- The introduction of Pathways through the Core, giving students the opportunity to select courses based on an urgent challenge or community-engaged learning and to indicate their choice and sustained attention on their university transcript.



RETENTION  
RATES OF NEW  
PROGRAMS

87%

Online Mental  
Health Counseling  
(FQ22-SQ24)

92%

Online School  
Counseling  
(FQ23-SQ24)

100%

Online Criminal  
Justice  
(FQ23-SQ24)

## Changes in Academic Affairs to Support Online, Graduate, Professional and Executive Education

Seattle University's Strategic Directions call for growth in graduate, online and executive programs. This requires enhanced infrastructure and expanding the services needed to recruit, retain and support the success of these students. In 2024, Trish Thomas Henley, PhD was appointed Vice Provost for Graduate, Online and Professional Education and Dean of Graduate Education at Seattle University, reinforcing the university's commitment to expanding and elevating its graduate education in alignment with strategic growth.

Included in the growth plan is the renovation of the Hunthausen Building. While the project is certainly an exemplar of a beautiful aesthetic enhancement, at its heart this change is about creating a state-of-the-art environment conducive to learning and professional development. The complete remodel for new classrooms dedicated to Graduate, Online and Professional education is scheduled to be completed by the end of the 2023-24 academic year.

In addition to infrastructural upgrades, staff and programs have been relocated strategically. As of March 2023, most of our Graduate, Online and Professional Education staff have moved into their new offices in Hunthausen. This move also includes the Albers' Executive Leadership certificate program and Leadership

Executive MBA, which now enjoy a modernized space tailored to foster leadership skills in its participants.

Our commitment to expanding educational opportunities is reflected in the introduction of several new online and hybrid programs over the past three years. The Online Master of Mental Health Counseling was piloted in the 2022-23 academic year, followed by the launch of the Online Master of Criminal Justice and Online School Counseling programs in 2023-24.

Looking ahead to 2024-25, we are excited to introduce the Online Master of Science in Cybersecurity Leadership, the Online MBA in Sport and Entertainment Management and the Hybrid Master of Education in Transformational Teaching and Learning. Five additional programs are in the early development and approval stages for 2026-27.

As we look to the remaining years of our strategic plan, our focus remains steadfast on enhancing educational quality, expanding access through online platforms and fostering an environment supporting academic and life-long professional growth. The progress we have made thus far serves as a foundation for the continued transformation of Seattle University into a leading institution that not only meets but also anticipates the needs of future generations.





## Lightning Talks

For the fifth year of Faculty Research Lightning Talks, the Office of Sponsored Projects partnered with the Office of Strategic Initiatives to highlight scholarship aligned with the three thematic curricular priorities under Reignited Strategic Directions, Goal 1: Reimagine and Revise our Curriculum—sustainability and climate change, racial injustice and widening economic inequity and rapid technological change and its societal and economic impacts. Over AY23-24, our community has heard from 17 faculty and staff members whose work strengthens SU's commitment to these three priorities. This year's Lightning Talks, and all prior sessions, can be viewed within a collection on ScholarWorks.



Watch previous  
Lightning Talks

## Goal 1: Reimagine and Revise Our Curriculum

### Tools and Process Improvements

Reimagine and Revise Our Curriculum has also provided an opportunity to improve the technological infrastructure and processes that create the conditions for innovative and responsive curriculum. A key technological improvement has been the system-wide implementation of Curriculog, a digital curriculum management system that supports faculty-led curriculum development, review, and approval, as well as the implementation across our many systems. Since its launch on our campus in 2022, it has enabled our faculty to revise their curricula or create new graduate and online programs with more efficiency and transparency.

As part of a suite of curriculum management tools employed on campus, it has improved the coordination of curriculum development and, in automating several processes that had previously been handled manually, freed up faculty and staff time to focus on process improvements which can encourage further innovation. One such improvement has been the pilot of additional cycles of curriculum review and approval, allowing our faculty and systems to respond more nimbly to ideas for new course and new programs and cutting the wait time for the implementation for curricular innovation in half. This technological infrastructure, coupled with targeted process improvements, and along with improved coordination between faculty, staff and senior leaders, will result in a more robust and quicker mechanism for the launch of new graduate programs, such as the MS in Cybersecurity Leadership, launching in fall quarter 2024.

### Shared Governance

Academic Assembly (AcA) is the elected body through which the faculty participates in decisions involving university-wide academic matters, including student learning and success, advising the Provost on academic affairs and advocating for faculty interests. AcA cultivates an engaged culture of collaboration with the administration and fosters broad communication with faculty colleagues across the schools and colleges. The AcA is a venue for respectful discourse, addressing conflicts proactively and making improvements in the organization of committee structures. Much of AcA's work this year has focused on building processes to be more efficient—especially for reviewing curriculum changes and working with the Provost's office on updating and creating new academic policies to enable student success.





*“As a graduate student representative on the Open Education Task Force, it’s inspiring to see us tackle textbook costs. Finding free learning materials empowers students like me, and everyone else, to focus on what truly matters — a top-notch education without financial barriers.”*

Likhitha Veganti | '24 MS Data Science

When it comes to financing higher education, textbooks and other educational materials significantly add to the financial burden faced by many students, in addition to tuition and other associated costs, of attending a college or university. To address these escalating costs, Seattle University has brought together the Open Education Task Force, an initiative that champions the use of resources and tools free from legal, financial and technical barriers. The Open Education Task Force, a collaborative effort between Lemieux Library, SU Law Library, the Center for Digital Learning and Innovation and other campus stakeholders (including faculty and student representatives), is dedicated to advocacy and assisting faculty members who are exploring and adopting open educational resources for their courses. The Seattle University's membership in the Open Education Network—an alliance of more than 1,750 higher education institutions—also facilitates the integration of this initiative by providing access to best practices and opportunities to support and foster sustainable open educational practices.

*“Shared governance involves faculty in developing policies and curricula at the university level. My focus in taking on the leadership of AcA has been building processes and systems to facilitate this collaborative work.”*

Marc Cohen | AcA President & Professor,  
Management and Philosophy

**Academic Assembly Elected Leaders  
(through Academic Year 2025)**



Marc Cohen (ASB), President



Patrick Schoettmer (CAS), VP of Committees



Patrick Murphy (CON), VP of Curriculum



Bryan Ruppert (ASB), VP of Policy



Special Mention:

Frank Shih (CSE), 2017-2023 President

# Goal 2: Strengthen Professional Formation for All



“Seattle and the Puget Sound region offer extraordinary opportunities to the university and its students. We will leverage and build upon this location and our connections.”

## Professional Formation for Students

Professional Formation for Students is fundamental to the mission of Seattle University, spanning the many Reigniting Our Strategic Directions working groups and key university offices. Major efforts are highlighted below.

### **Student Employment**

The Office of Student Employment provides on-campus, and some off-campus, job opportunities that help students offset the cost of their education while gaining meaningful work experience and career competencies and skills. Student employment is a high-impact, experiential learning program that is an integral part of the student experience.

Seattle University employs more than 1,500 students each year in jobs across campus. Student Employment Director Sharon Leary encourages a connection between student employment, experiential education and lifelong learning to amplify personal and professional formation at Seattle University.

When asked about what interested her about working at a university Leary says, “I believe that student employment has so much opportunity to impact students. I am excited about being able to rethink student employment at Seattle University in a way that helps students use student employment opportunities as a pathway for their career. Student employment can create a really great sense of belonging for students on campus. I've seen it with our own office's student employees.”



### **Community-Engaged Learning**

In our curriculum, professional formation for students can be found especially alive in community-engaged learning. Faculty collaborate with the Sundborg Center for Community Engagement to create opportunities to embed community experiences into coursework. The Provost Fellows and key partners in the Goal 1: Reimagine and Revise Our Curriculum are working to further expand and deepen these offerings throughout our academic portfolio.

### **Career Coaching**

The Career Engagement Office plays a pivotal role in providing students with comprehensive career coaching resources. These resources encompass a wide array of support services, including group workshops, personalized 1:1 coaching sessions, assistance with resume and cover letter writing, transferable skills and more, ensuring that students are well-prepared to navigate their professional journeys.

### **Internships**

Internships are facilitated not only through the Career Engagement Office but also through collaborations with specific colleges and programs, enhancing students' hands-on learning experiences.

### **Additional Student Support for Experiential Learning**

Students benefit from tailored support and formation opportunities offered by specific schools, colleges and programs. These opportunities encompass a diverse range of experiences such as education abroad programs, externships, capstone projects, clinical placements and various project-based initiatives, all of which contribute significantly

to students' holistic development and preparation for their future careers.

### **Integration of Career Readiness into the Student Experience**

Students are constantly honing their skills and competencies, both inside and outside the classroom. While academic content is crucial, it's equally important to acknowledge that students are also cultivating essential competencies through their lived experiences. Being "career-ready" means that students have developed a range of skills that they can transfer to different settings once they graduate. By transparently mapping competencies students are acquiring both in class and student life, students are empowered to articulate their growth to prospective employers, fostering a seamless transition into the world of work.

*"Working as a student employee has been one of the most valuable parts of my college experience, shaping me as a working professional and equipping me with essential life skills. I will always be thankful to my supportive mentors who guided me through challenges and who helped instill in me a sense of resilience, adaptability and empathy that will serve me well in all aspects of life."*

Andrea Inzunza | '24, BA Marketing

# Reimagining the Professoriate and SU ADVANCE

In the heart of Seattle, a story of transformation unfolds at Seattle University. A dedicated coalition of faculty members are guiding the university to reimagine the professoriate and culture. Enhancements are being made in the recruitment, retention, evaluation and advancement of a more diverse faculty—particularly women faculty and faculty of color—reflective of the diversity of the student body. The result is a new set of guidelines used for tenured faculty seeking full professorship. The process to arrive at these new guidelines involved consensus-building over many years—with the support of a National Science Foundation ADVANCE grant—and across campus with faculty and various university stakeholders.



In addition to evaluating faculty by traditional methods—excellent teaching, established research and scholarship, publications and peer review—SU is now recognizing faculty contributions to student success, public engagement, community-engaged scholarship, applied scholarship, student-faculty research and institution building.

“Seattle University’s dedication to reevaluating these criteria has facilitated a more profound alignment with its mission,” says Colette Taylor, EdD, a professor and special assistant to the provost for strategic directions who has been instrumental in the work to reimagine the professoriate.

“By recognizing and promoting faculty members more comprehensively, Seattle University has embarked on a transformative journey within its academic community.”

“There is substantial evidence demonstrating that women and faculty of color engage in activities that directly benefit students, universities and communities, but these contributions are not easily captured in traditional measures of faculty success,” explains Professor Jodi O’Brien, PhD, who is vice provost for faculty affairs and a leader in drafting the initial proposal and developing the grant-funded program.



**2021-2023**

## **Faculty Promoted to Full Professor**

**35 Faculty**

**23 are Women**

**16 are  
Faculty of  
Color**

“Through our NSF ADVANCE award, SU has successfully reimagined faculty performance, introducing alternative models of evaluation and standards of promotion that recognize and reward a comprehensive and inclusive range of faculty activities.”

Faculty like O’Brien are hopeful that these revised guidelines in granting full professorships will serve as a national model for other colleges and universities looking to make similar progress in bringing equity and better student outcomes to their institutions.

This important work has recently expanded with a National Science Foundation Partnership Award in conjunction with two other Jesuit universities, Gonzaga and St. Louis University, who are using SU’s work as a model for their own process of faculty professorships.

For Seattle University, these changes are not just a matter of policy revision—it is a celebration of a cultural shift that embraces the full spectrum of academic excellence and reimagines the professoriate into a future where every faculty member’s contributions are equitably acknowledged and elevated.



Learn more about Reimagining  
the Professoriate



## Professional Formation for Staff

“What excites me most about the alignment between HR initiatives and the RSD is that we’re strengthening core HR processes, enhancing talent management, improving engagement and increasing integration across functions. This comprehensive approach ensures synergy and overall success.”



Jerron Lowe | Vice President for Human Resources

Human Resources stewards a portfolio of work within the Professional Formation for Staff working group. These projects create clear pathways for advancement, developing leadership skills and enhance professional development opportunities. Professional Formation for Staff not only supports career progression for staff, but also strengthens the university’s ability to attract and retain a diverse and talented workforce.



### Leadership Feedback

In collaboration with the President’s Office, Human Resources conducts a 360-feedback process for the President’s direct reports. Each year, three members are included in a process that involves soliciting feedback from peers, direct reports and indirect reports. In a parallel collaboration with the Provost’s Office, Decanal Reviews for a subset of the Deans will be conducted. Feedback will be gathered from faculty, staff and external constituents. Feedback from these processes is used to improve the work of those in leadership roles.

### 2022: Onboarding Enhancements

The university redesigned and restructured the First Day Orientation and the New Employee Resources webpage, launched programs like SU101 and Hire Survey and hosted the first Quarterly New Hire Social, all aimed at improving the onboarding experience for new employees.



## 2023 Highlights:

### **Workforce Engagement Survey**

The Spring 2023 Workforce Engagement Survey provided valuable insights into institutional strengths and opportunities for improvement. The survey results were shared directly with university departments and units and at a campus-wide Town Hall in October. The ongoing dialogues integrate staff and faculty voices into continuous improvement as well as the planning and review of current and upcoming projects. Seattle University's overall survey response rate showed high engagement at 60 percent (966 of 1621 faculty and staff). The insights garnered from the thoughtful survey responses help light the path to an improved understanding of where investment of time and energy will yield the greatest impact. Focus areas include strengthening organizational collaborative culture, enhancing professional growth and career development opportunities and consistently operating "on mission" as a Jesuit, Catholic university.

### **Supervisor Development Program**

A new Supervisor Development program has been created, featuring a Supervisor Orientation pilot in Spring 2023 that will become an ongoing offering starting in summer. The program includes conflict management training for supervisors facilitated by the ombudsperson, beginning in June 2023.

### **Performance Review Enhancements**

Efforts continue to be made to enhance the Staff Annual Performance Review (APR) process. In the 2023 reviews, some notable enhancements include streamlining the process steps, improving email notifications and including a new option to provide upward feedback.

## Coming soon:

### **Job Descriptions, Job Title, Job Families**

Seattle University is launching a project to restructure staff roles, involving a collaborative effort to rewrite job descriptions. This will include the use of a job family framework to clarify roles and improve job evaluation processes, ensuring transparency and consistency.

### **Competency Framework**

Members of this sub-group are working to develop a competency framework for staff and staff supervisors. Competencies are the knowledge, skills, abilities and behaviors that contribute to individual and organizational performance. The new framework will serve as a foundation for a host of HR practices, including job descriptions, hiring, performance reviews, training, and development. Human Resources will kick off this work by first engaging the community for feedback on drafts.

### **Staff Development Hub**

The university is set to launch a Staff Development Hub on its intranet platform in collaboration with the Staff Council's Staff Development Committee. This hub will centralize information on learning opportunities across campus, further supporting staff development and engagement.



## Goal 2: Strengthen Professional Formation for All

“It was exciting to partner with my colleagues Jen Tilghman-Havens (Center for Jesuit Education) and Laura Heider (Office of Diversity and Inclusion) to create a new leadership development program for staff leaders. The goal of the program is to develop inclusive, emerging leaders who are rooted in our Jesuit, Catholic tradition, with a vision for the long-term thriving of the institution.”

Maggie Ricketts | Co-Chair and Associate Vice President for HR & Talent Strategies



## Staff Council

The work of the Staff Council is rooted in the idea that multiple perspectives contribute to wiser decision-making and deeper employee engagement. Seattle University Staff Council aims to develop a sense of ownership and collective responsibility within the university staff community, ultimately contributing to the institution's mission, strategic direction and long-term sustainability.

Staff Council fosters a sense of belonging through community advocacy and support. The council listens to and escalates concerns or questions through proper channels, shares news of initiatives in the spirit of greater communication and transparency and helps broaden the understanding of university-wide priorities that impact all staff. Recent efforts of the Staff Council include advocating for staff perks such as the upcoming Friday, July 5 bonus holiday, tending to parking concerns, collaborating with Human Resources on items brought forth by staff and improving coordination with Academic Assembly and Senior Leadership.



“As we continue to make improvements to the APR process, it’s encouraging to see increasing completion rates. The introduction of the Upward Supervisor Feedback this year was a positive step in the right direction, fostering our culture of continuous learning, improved leadership and greater employee engagement.”

Brittany Goff | Annual Performance Review  
Project Lead



### Staff Council Leadership Team



Laura Reeve, President | She/Her |  
Information Technology Services (2025)



Stephanie Lewis, Vice President | She/Her |  
Sundborg Center for Community Engagement  
(2024)



Carly Darcher, Secretary/Treasurer |  
She/Her | Student Academic Services (2024)

“Staff Council is a strategic investment in shared governance that gives voice and power to the diverse perspective and experience of the staff community at the highest levels of the institution. This work serves to foster important change, making Seattle University a great place to work.”

Joyce Allen | University Registrar

# Goal 3: Enhance the Student Experience



“We are building a campus environment that engages, enlivens and educates all students—one that values and celebrates the diverse identities that comprise our community.”

## Academic and Student Affairs

In 2022, campus groups centered on student success came together to conduct workshops, focus groups and surveys to guide the planning efforts of improving the student experience. One of the key changes emerging from this input was to combine the divisions of Academic Affairs and Student Development. As of July 1, 2023, the unified division is now called Academic and Student Affairs, and together they enhance the student experience by developing and implementing new models for student engagement, retention and success. The division is organized into core groups: Student and Campus Life, Student Success, Global Engagement, Faculty Affairs and Enrollment Management.

## Know and Use Student Pronouns and Chosen Name

Seattle University furthered our commitment to promote belonging and inclusivity in 2023 by updating key university systems so students, faculty and staff can specify their names and pronouns. This information is automatically integrated across many university services, including class rosters, email, campus forms, housing information and the Canvas learning management system. The university will expand this update to remaining systems progressively, working with vendor partners as needed, to foster a more inclusive community.



"Our world is changing, as are our students. In order to provide a robust educational experience that responds to the shifting landscape of higher education and the 21st-century demands of our students, we must imagine and offer a student experience that engages, enlivens, transforms, and educates all students. RSD invites students to discover what is extraordinary about themselves and those others with whom they live, learn and engage. I find this the most life-giving and soul-filling part of my work."



**Alvin Sturdivant | Vice Provost for Student & Campus Life**

"We must continue to demonstrate the value of a true Jesuit education. A rich academic experience affords our students the opportunity to better serve their interests and evolve and grow throughout their career. It is essential that we communicate to prospective students the value of an educational foundation that is embodied in serving and educating the whole person."



**Monica Ingram | Vice Provost for Enrollment Management**

"I believe all students should have a meaningful global experience as part of their education here at Seattle University, whether that is studying abroad, service learning or internships abroad, connecting with Indigenous Nations, or engaging with migrant communities here in Washington state."



**Laura Spitz | Vice Provost for Global Engagement**

"The time and intentionality spent implementing our RSD goals demonstrates our commitment to our students and our mission. I am energized by the enhancements we are making to the overall student experience. It is not about quick fixes, but putting in place systems that will help us be responsive to the ever-evolving needs of our students."



**Melore Nielsen | Vice Provost for Student Success**



# University Advising

University Advising has undertaken a year-long collaborative review process to formulate and transition to a new, campus-wide model for undergraduate advising. The new advising model will launch in July 2024.

The advising transition process is grounded in the following goals:

- Create common procedures that center holistic, proactive advising.
- Ensure access to advising and consistent expectations for students.
- Build equity for advisors through common job descriptions, professional development and a promotional pipeline.
- Maintain collaborative relationships with colleges/schools, faculty and campus partners.
- Organize University Advising for future agility in response to a changing student population.

50+

Students, staff and faculty involved in this process

6

Different working groups/subcommittees

The initiative began in the winter 2023 when Molly Cullen, Senior Director for University Advising, initiated listening sessions and interviews with faculty and staff. This phase also included analyzing student survey data from recent years, which highlighted inconsistencies across the five advising centers on campus, leading to a fragmented student experience. Further research involved consultations with peer institutions and a review of peer-reviewed academic literature.

By spring 2023, Cullen developed a unified advising framework, later approved by Provost Shane P. Martin and the Deans. Under this framework, all professional undergraduate advisors will report to the central university Advising Office and continue working within their respective colleges to leverage their specialized knowledge.

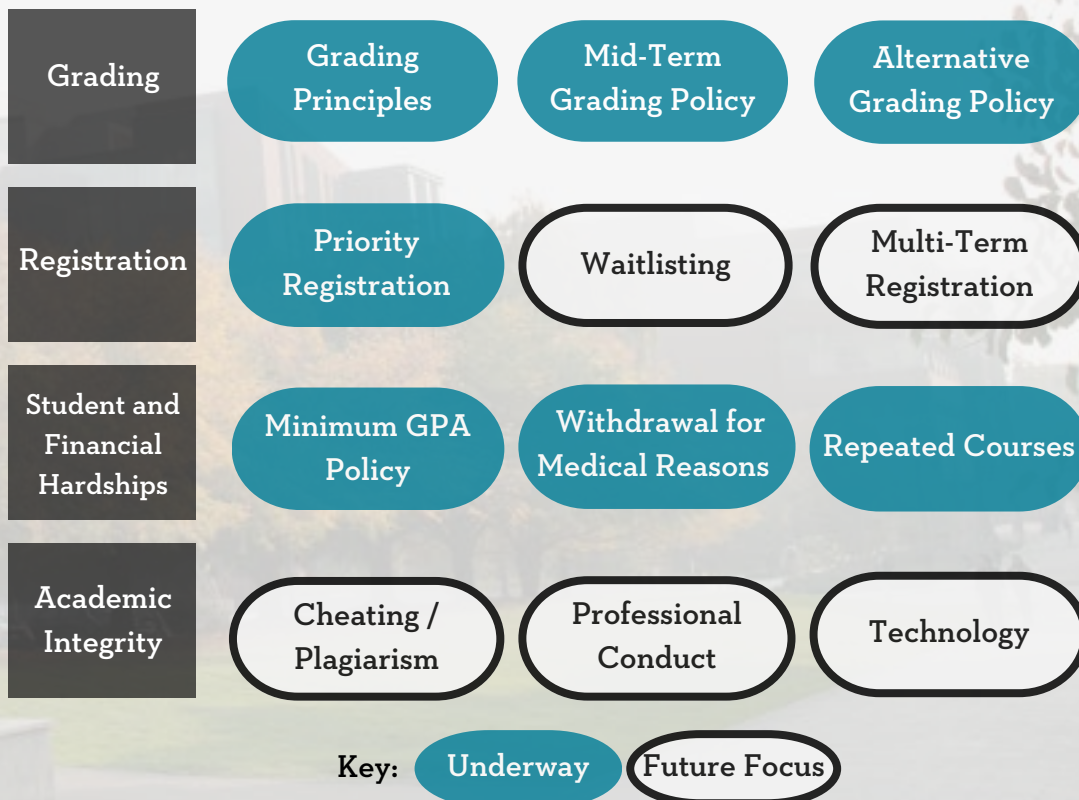
Throughout the 2023-2024 academic year, a collaborative effort involving more than 50 faculty, staff and students is underway. They have engaged in various working groups to refine and propose elements of the new model. University Advising is preparing to implement a holistic, proactive advising model that connects advising centers and the central advising office more effectively. The consolidation of best practices across the advising centers into a unified model underscores the university's commitment to improving academic advising and enhancing the student experience.



# Policy Changes to Enhance the Student Experience

To enhance the student experience and promote student success, university administration is collaborating with Academic Assembly to introduce pivotal academic policy changes. The university is well underway in establishing a university-wide undergraduate minimum cumulative GPA to foster consistency across all colleges. Additionally, the university is developing a medical withdrawal policy and revising the alternative grading and repeated courses policies to offer clearer pathways for academic improvement and persistence, further enhancing our commitment to student success. These changes underscore a dedication to creating a supportive and inclusively excellent academic community.

## Policy Changes for Student Success





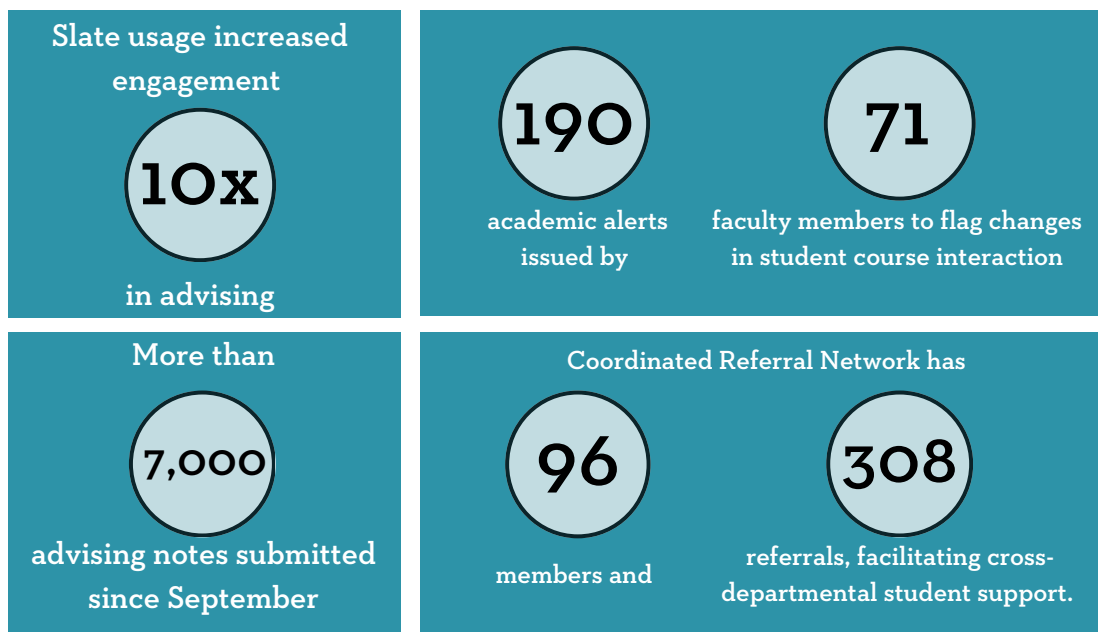
## Goal 3: Enhance the Student Experience

# Slate for Student Success

Since 2018, Seattle University has been utilizing Slate, a customer relationship management (CRM) tool for the recruitment process, with great success. The system includes many modern features that enable timely and personalized communications with our students through e-mail and text messages. In 2021, the working group Build an Effective Student Communications Capacity began preparing for an expansion of Slate to facilitate communications throughout the student college journey.

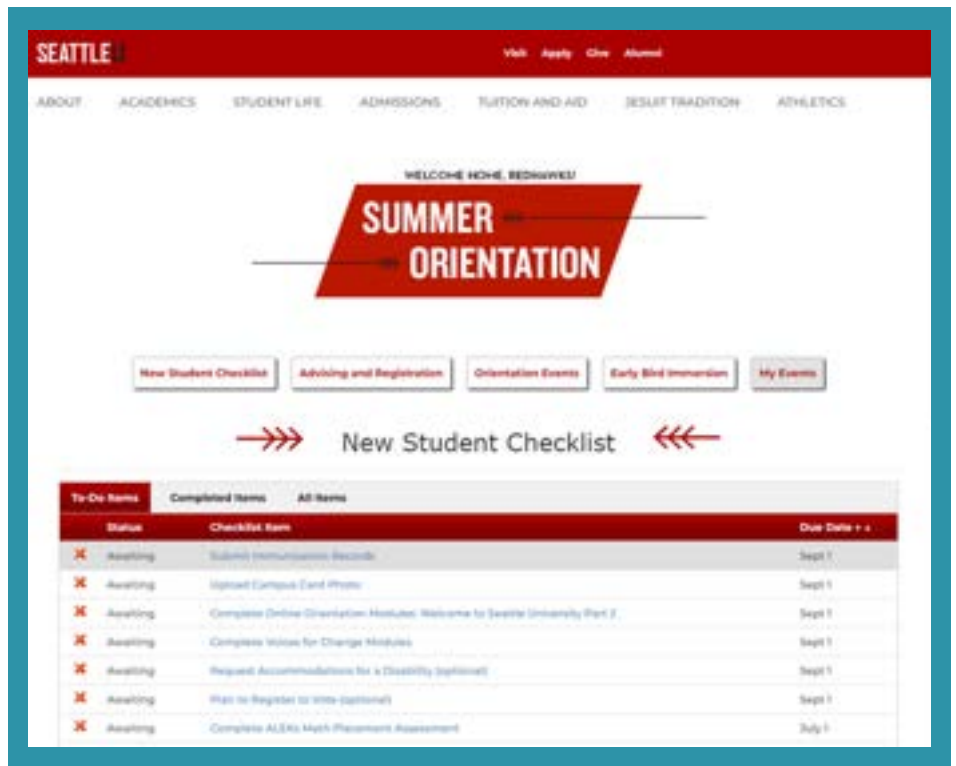
With Slate as our communication backbone, Seattle University can significantly reduce the complexity and variability of student communications that exist when offices use separate tools and platforms. Additionally, the tool can be used to foster community building through communications between student support teams. For example, an advisor can share information confidentially with a specialist in Learning Assistance Programs so the student doesn't have the burden of "retelling" their story across offices. The expansion will take several phases to implement as student-facing functions and services prepare and transition into the comprehensive tool. Key partners across the university include Information Technology Services, Enrollment Management and University Advising.

Initial expansion efforts show promise in advising communications and student support. The Coordinated Referral Network is led by Kate Elias, Assistant Vice Provost for Student Success, and includes 96 members in 23 areas, where student support staff can team up and communicate for wrap-around services. Orientation is another early success, already including a portal, new student checklist and events. The next phase of implementation includes coordinated communication campaigns across the university, appointments, events and more.



“The Coordinated Referral Network allows the staff and faculty working in support of students to collaborate seamlessly. They quickly identify the student’s advisors, faculty, and mentors and work together to connect the student to resources as needed. The Coordinated Referral Network is a powerful retention tool, helping the campus community work together to support students throughout their academic journey.”

**Kate Elias | Assistant Vice Provost for Student Success**



“Implementing Slate is much more than unboxing a new tool. It’s about working collaboratively to understand our business processes and committing to unified change that improves the student experience. Thoughtful business processes and collaboration will lead SU to extraordinary communications outcomes.”

**Megan Kouri | Senior Associate Director for Slate for Student Success**

## Improve Course Planning and Registration

The Provost’s Office and Registrar’s Office are working together to enhance the course planning and registration process. The goal is to streamline enrollment, improve the utilization of classrooms and remove barriers that students face during registration. Key initiatives include the creation of a new scheduling process—offering more entry-level courses taught by seasoned faculty—and revising priority registration. The initiative will also improve waitlisting practices and test multi-term registration, making course selection more flexible for students.



## Goal 3: Enhance the Student Experience

### Winter Woes Mended

A small team led by Kim Thompson, senior director of Disabilities Services, witnessed a pain point in the student experience—closed offices on campus over winter break. The campus may be quiet over the holiday season, but a need still exists for student support services. The team collected information on what kind of questions and needs arose during the academic closure. In Winter 2022 they worked with the relevant areas to begin a new practice of providing staff coverage over the break to support students. The first winter including this new coverage more than 70 students were able to resolve issues and get answers to questions over the break, enabling a smooth start to winter quarter

### Student Success Hub

The Student Success Hub Program is a network of in-person and virtual service desks that offer 360-degree support for students. Our goal is to allow our service desk teams to help any student can find the answer to any question—from “How do I change my major?” to “What mental health counseling is available through SU?” Key developments for the Student Success Hub in the 2023-2024 academic year include the launch of a new FAQ, regular biquarterly stakeholder meetings for goal setting and updates, the onboarding of our newest cohort of student peer advocates and new programs in collaboration with the Lemieux Library focusing on Learning, Making, Community and Wellness. These efforts aim to create a nurturing atmosphere that supports student achievement and health and well-being.



Students - Get  
Answers Here



# Seattle University Plays a Pivotal Role in Examining AI Through an Ethical Lens

In June 2023, Seattle University hosted the Ethics and Tech Conference on artificial intelligence with the theme, “Will Intelligent Machines Prepare the Next Workforce?” The conference, which was convened with support from Microsoft, brought hundreds of people from tech and higher education, as well as business and community leaders to campus. Industry leaders led presentations and participated in a moderated panel discussion. It was announced earlier this year that one of the conference’s leading speakers, Father Paolo Benanti, a professor in Rome and a Rome Call for AI Ethics Advisor to Pope Francis, will be returning to campus this summer as a Distinguished Visiting Professor. During the month-long visit that begins in July, Father Benanti will help support the university’s Ethics and Technology Initiative. Fr. Benanti was recently nominated as the new president of the Artificial Intelligence Commission on Information in Italy and is a member of the United Nations Advisory Body on Artificial Intelligence.

*“Father Benanti is a global leader on ethics and AI. We are delighted to host him at Seattle University to engage our broader community around this topic as the greater Seattle area is the hotbed of innovation in AI.”*

Amit Shukla | PhD, Dean, College of Science and Engineering



Read more on  
Ethics and AI



## Goal 3: Enhance the Student Experience

### Global Engagement

Seattle University is actively enhancing its global engagement through two focused working groups. The English Language Proficiency working group is tasked with reviewing and adding to the countries from which students may be exempt from taking TOEFL or equivalent tests. They are also developing testing accommodations for international students whose first language is not English. Concurrently, the Education Abroad working group is dedicated to reviewing and updating faculty-led education abroad programs to align with federal financial aid regulations, with a particular emphasis on improving access. These initiatives are integral to fostering international student success and global educational opportunities.



# FIRST-YEAR STUDENT | 2024 ORIENTATION TIMELINE

**MAY**

## ORIENTATION LAUNCHES!

- May 6: New Student Checklist, Housing Application, Modules Part 1
- May 13: Advising & Registration prep, ALEKS
- May 20: RSVP for Summer O. Sessions goes live
- May 29: Housing Roommate Search begins

**JUNE**

## ORIENTATION EVENTS & ACADEMIC ADVISING BEGIN

- June 3: Virtual Workshop Schedule goes live
- June 12: Redhawk Launch - Virtual Kick-Off
- June 24-28: Academic Advising Workshops (virtual)

**JULY**

## SUMMER ORIENTATION SESSIONS & COURSE REGISTRATION

- July 1-2, July 15-16, July 18-19
  - Summer O. Sessions 1, 2, 3 (in-person)
- July 8-19: Course Registration (virtual)
- July 15: Housing Roommate Search closes
- July 30: Housing assignments sent via email

**AUGUST**

## VIRTUAL CLUB SOCIALS & COMMUTER CONNECTIONS BBQ

- August 5:
  - Modules Part 2 released
  - Move-In information sent via email
- August 12: Student Club virtual socials begin
- August 22: Commuter Connections BBQ

**SEPTEMBER**

## EARLY BIRD IMMERSIONS FALL WELCOME

- Sept. 17: International Student Orientation
- Sept. 17-19: Early Bird Immersions
- Sept. 20: Summer O. Session 4 (in-person)
- Sept. 21: Move-In Day, Fall Welcome Kick-Off
- Sept. 25: First Day of Class!

"I loved Fall Welcome! I felt very included and it helped me navigate my classes and around campus."

Emma Arita | '27, BS in Diagnostic Ultrasound

"My family and I had a great experience at the Fall Welcome kick-off. It made me ensure that Seattle U was the right fit for me!"

Angelina Dang | '27, BA in Business

"Being part of the class photo instilled a sense of belonging and pride in being part of such a diverse and dynamic student body."

Manasse Bosango | '26, BS in Computer Science



Applications for Orientation Leaders grew over

**2.5x**

from 2022 to 2024

New Student Convocation had 1,100 attendees in fall 2023

**3x**

more than in 2022

Orientation workshops will cover topics like:

- Mental Health Skills
- Academic Preparedness
- Sense of Belonging
- Jesuit Education and Core Curriculum
- Financial Management
- Student Employment



# Student Health and Wellness

Seattle University's Caring with Intention: A 4-Year Plan to Enhance Student Mental Health & Wellness is an action plan spanning 2022-2026 with the aim of bolstering student mental health and wellness. Crafted by the Strategic Directions Address Student Health & Wellness Working Group, the plan sets out to improve health resources, support faculty and staff training and integrate a culture of care across all university departments. By doing so, it seeks to enrich the student experience, ensure student success and address institutional risks associated with student mental health issues. The plan outlines clear, actionable steps to boost student retention and foster a preventative approach to mental health challenges.

Each action in the plan is associated with one of the following primary objectives: Self-Harm and Suicide Prevention, Training and Professional Development, Administrative and Service Enhancements, Diversity, Equity, Inclusion and Belonging and Fostering a Culture of Care.

The objectives lead to four main goals:

- Improve Faculty and Staff Readiness to Support Student Mental Health
- Increase Access to Clinical Mental Health Services
- Optimize Administrative Processes, Risk Management, Data and Resources
- Reduce Mental Health Stigma and Improve General Student Functioning

To achieve these goals, the working group identified more than 60 programs, services and administrative enhancements to promote student mental health over four years.

Key successes thus far include the launch of the Narcan program on campus, the expansion of Mental Health First Aid training, the implementation of wellness programs and events such as quarterly wellness fairs and the launch of TimelyCare, which provides 24/7 access to virtual medical and mental health care from anywhere in the United States.

Some important milestones ahead in the Caring with Intention plan include the launch of a suicide prevention training program for faculty and staff, in partnership with Crisis Connections; proposing a campuswide mental health initiative; seeking grant funding through Substance Abuse and Mental Health Services Administration (SAMHSA) to expand our suicide prevention efforts; conducting the Healthy Minds Study to assess student needs; expanding clinical groups on campus; developing an opioid education program; creating a mental health wellness resource outreach plan for BIPOC, LGBTQIA+ and other underrepresented students; and a new Redhawk Wellness Network website to improve student access to mental health and wellness information and resources.

“Our new plan creates more opportunities to assist students in managing their mental health journey with skills that they will take with them beyond their time at SU. We are creating an infrastructure that is grounded in mental health expertise supported by emotional wellness skills and education.”

Danie Eagleton | Director of Counseling and Psychological Services, Co-Chair

“I’m proud of our accomplishments as a working group as we find creative and collaborative solutions to respond to the evolving needs of our students. These programs show our students that we care about them as whole persons while taking proactive steps to address the ongoing student mental health epidemic.”

James Willette | Associate Provost and Dean of Students, Co-Chair



1,300+

Alerts and Early Referrals Reported concerns: Mental and Physical Health, Relationships, Conflicts, Basic Needs, Etc.

50+

Faculty, Staff and Students trained in Mental Health First Aid

Launched Naloxone Program to prevent opioid overdoses

SU Food Pantry moved to PAVL 150

# Goal 4: Promote Inclusive Excellence



“Because diversity, equity and inclusion are integral to our Jesuit and Catholic character, our values and to the excellent education we provide, we will strengthen our institutional DEI structures to ensure progress with impact.”

“This is legacy work. The next five years are not going to solve all the ‘-isms’ that we are facing now. But what I hope is that together we can co-create the kind of institution where our students feel a sense of belonging so that they can go out and create a world that is more just and more loving and more equitable.”



Natasha Martin, JD | Vice President for Diversity and Inclusion



**L**isten and Learn

**I**mpact through Intentional Action

**F**ail Forward

**T**ransform Together



**S** *LIFT SU* was developed to enact and realize Goal 4 in Seattle University's Strategic Plan, Reigniting Strategic Directions: Promote Inclusive Excellence.

**U** The Office for Diversity and Inclusion created *LIFT SU* to take strategic action to address systemic racism and enhance equitable practices throughout Seattle University. The five priority areas of *LIFT SU* map to working groups formed to facilitate work in this action plan. Read more about each group's work in the following pages.

## Recruitment and Retention of BIPOC students

Within the *LIFT SU* work on Recruitment and Retention of BIPOC students, Seattle University has a commitment to make "thoughtful updates to the systems and structures that provide support, nurture persistence and empower thriving." The heart of this work is to center the unique experiences and positionality of BIPOC students. The impact reaches a broader group—students with other and intersectional identities, including first-generation students, LGBTQIA+ students, Pell-eligible students, neurodiverse students and veteran students, among others.

The working group met with multiple focus groups of students, faculty and staff, consulted peer-institution practices, examined existing literature and brought their own expertise to bear. In fall 2023, the group shared preliminary findings in an executive summary regarding retention efforts on behalf of SU BIPOC students, including key priorities, a Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis and concrete action items. The group also shared tools with the campus community—resources for faculty and staff that provide a menu of practical actions to enhance inclusivity throughout the campus environment for students.

## Goal 4: Promote Inclusive Excellence

### Bias Prevention and Campus Care

The 2022-2023 Academic Year represented the first full year of implementation for the Campus Climate Incident Reporting and Response Protocol (CCIRRP). CCIRRP is designed to empower a positive learning and working community by offering a mechanism to report incidents of bias or harassment, as well as to problem solve to enhance the campus climate as a whole. A campus climate incident is conduct (or an incident) that harms an individual or group within the Seattle University community (i.e., student, faculty or staff) on the basis of one or more of their actual or perceived identities such as: race, color, religion, sex, national origin, age, disability, marital status, sexual orientation, gender identity or political ideology.

This protocol has been embedded into our campus processes and members of the Campus Climate Incident Reporting and Response team continue to increase awareness and improve effectiveness of the reporting tool. For each report, the response team develops a prompt response in collaboration with university partners, reporters and respondents, as appropriate. On a systemic level, a report is compiled at the end of each academic year to assess themes and consider other action items for improvement of our overall campus climate.



## Recruitment and Retention of BIPOC Faculty and Staff

Recruitment and retention efforts centered on BIPOC staff and faculty includes the processes of recruitment, interviewing, hiring, and creating a welcoming environment for new staff and faculty. In 2023, the Faculty Working Group's efforts resulted in a recruiting and retention resource, *Faculty Search Guidebook: Hiring for Mission Integration and Inclusive Academic Excellence*. This handbook lays out a new faculty search process that is in its implementation stages: Search Committee members experience mandatory two-part training that centers our Inclusive Excellence commitment and Jesuit, Catholic heritage. These new processes were launched in the 2022-2023 academic year and continue to roll out in multiple phases.

Over 2023-2024, the Staff Working Group launched several projects, including understanding the operations and needs of affinity groups and employee resource groups on campus, in order to better leverage resources and expand the reach of these critical groups. The working group also successfully rolled out professional development opportunities based on diversity, equity and inclusion, with the first staff training pilot cohort completed in early 2024. The team is also completing research on staff recruitment and retention data and high impact practices.

## Narrative Through Art and Symbols

This working group aims to make contributions through art and symbols. Their work is focused on fostering belonging and inclusivity through a broad conception of art, symbols and artistic expression.

## Build Capacity and Invest in Infrastructure

SU celebrates six years since the 2018 formation of the Office of Diversity and Inclusion and the impactful leadership of Vice President Natasha Martin, JD. Recognizing a continued need to invest in the capacity and infrastructure for inclusive excellence, ODI has recruited notable talent in recent years. The office also hosts an exploratory group currently preparing to launch the Diversity, Equity and Inclusion Council in the 2024-2025 academic year.



Read the 2023  
ODI Annual Report



## AANAPISI Status Achieved: Asian American and Native American Pacific Islander-Serving Institution

Asian American and Native American Pacific Islander-Serving Institutions (AANAPISI) are defined under the Higher Education Act (HEA) as colleges or universities with an undergraduate enrollment that is at least 10 percent Asian American and Native American Pacific Islander. In early 2024, Seattle University sought to obtain the ANNAPISI status through an application process. The application contended that Seattle University already functions as an AANAPISI; in fall 2023, more than 36 percent of undergraduates identified as Asian and nearly 4 percent as Pacific Islander (students can identify as multiple ethnicities). The Department of Education agreed with Seattle University's contention, and the application was approved in March 2024. This designation opens avenues for federal grants now that we are a Title III school.



Seattle University developed a strong application, which only took the Department of Education 11 days to review and approve.



**“Our AANAPISI designation will allow us to expand our resources to financially support additional educational and mentorship programs in furtherance of academic excellence that benefits the greater Seattle University community,”**

**Monica Ingram | Vice Provost for Enrollment Management**

**“Diversity and inclusion are not mere buzzwords—they embody the soul of our community. We have a steadfast commitment to promoting inclusive excellence, amplifying diverse voices and nurturing constructive dialogue.”**

**Isabelle Alamilla | '25, Business Management & Business Analytics, SGSU President**



## Supplier Diversity Initiative

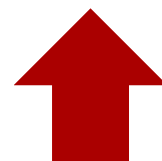
The Office of Diversity and Inclusion also seeks to build capacity through the Supplier Diversity initiative, which is realized through a partnership with the Seattle University Office of Procurement and the Innovation and Entrepreneurship Center (IEC) at the Albers School of Business and Economics, in collaboration with the Sundborg Center for Community Engagement. This initiative is dedicated to enhancing Seattle University's partnerships with diverse business entities (DBE).

Supplier Diversity is a proactive program that encourages partnerships and contracts with businesses that are at least 51 percent owned and operated by a historically underrepresented or underserved group. There are social and economic benefits of these programs for both purchasers and business providers. The Supplier Diversity Stakeholder Team and Executive Sponsors lead the university-wide supplier diversity effort by increasing both business capacity and dollars spent locally through our university procurement system. Through these efforts we can build the strength and breadth of diverse local businesses, increase equity and create a more resilient and integrated community.



### Increasing Diverse Business Entity Partnerships

- FY22 DBE Spend: 4.6 percent
- FY23 DBE spend: 4.9 percent
- Increased number of DBEs in ProcureSU from 580 in 2022 to 1,017 in 2024







## RAMP-UP

*"This event truly exemplified the innovation and excellence of the participating businesses."*

*Attendee*

Seattle University's Resource Amplification & Management Program (RAMP-Up) is a unique, experiential learning environment that brings together minds and hearts on campus and beyond to work with underserved local businesses in Seattle's central area and surrounding neighborhoods. RAMP-Up offers business coaching, resource connections, business planning, project management assistance, and other technical support. It's a win/win/win: SU students receive solid experiential learning, the university creates deeper connections with its local neighborhoods, and the businesses gain access to additional resources and business services.

Shop Seattle University hosted its inaugural event on Feb. 28, 2024, featuring 14 minority-owned small businesses from our RAMP-Up program. The event connected businesses to procurement leaders, provided a marketplace and amplified the importance of supplier diversity and to support our local small businesses. The event was made possible by JPMorgan & Chase.

# Goal 5: Reposition for Growth



*“We will build the strategic, institutional and financial capacity that undergirds the success of these strategic directions.”*

## Administrative Programs and Services Review Projects

The Administrative Programs and Services Review (APSR) is an ongoing strategic review of non-academic programs, services and functional areas of the university leading to recommendations to enhance institutional operational efficiency and effectiveness. Multiple areas are selected each year for review and the evaluations involve a combination of internal self-studies and external benchmarking to guide immediate improvements as well as significant long-term changes aligned with Reigniting Our Strategic Directions. The ongoing APSR work is anticipated to yield significant, well-informed enhancements institution wide.

To date, the following reviews have been completed: Events Planning and Coordination; Marketing Communications; Hiring and Onboarding; Financial Management; and Athletics. Currently, reviews are in-process for the Library and Learning Commons and Facilities and Space Governance.

Events Planning and Coordination: The formation of the University Events Team, through the consolidation of the Conference and Event Services team with the Advancement Events team, has enhanced event planning, coordination and production across campus. Comprehensive tools, templates and guidelines are available for internal self-service events managed by individual units. For events that require a strategic approach and



centralized oversight, the University Events team will work with event organizers, offering project management expertise and programmatic direction for the university's pivotal Signature Events. Additionally, advisory services are available for Partnership Events that involve collaboration across various departments and budgets. Moreover, our campus facilities offer unique opportunities for hosting external events, fostering community engagement, organizational partnerships and revenue-generating benefits.

**Marketing Communications (MarCom):** Along with expanding Seattle University's marketing efforts, this function has now transitioned to a "center-led" model under the MarCom team within University Affairs, providing improved centralized support and "virtual team" alignment to marketing and communication roles throughout the schools, colleges and functional areas. MarCom has added a Chief Marketing Officer to guide marketing, brand awareness and standardization and marketing investment.

**Hiring and Onboarding:** This cross-functional working group evaluated current university practices for the hiring and onboarding of faculty and staff, with an eye for enhancing the success of Seattle University's workforce. An extensive and detailed set of recommendations was developed and is being incorporated by Human Resources and other Reigniting Our Strategic Directions working groups into year-over-year improvements.

**Financial Management:** This working group focused on enhancing the efficiency and effectiveness of university finance managers by examining their work environment, responsibilities and opportunities for

standardization. It also explored automation to streamline common tasks, identified advancement opportunities and skill gaps and suggested ways to reorganize resources and enhance job descriptions for greater impact. The recommendations made have been prioritized and are currently being implemented in phases since the completion of the group's work in Spring 2023.

**Athletics:** The analysis conducted by the Athletics Working Group focused on evaluating the multifaceted impact of sports within Seattle University and to ensure alignment with institutional strategies, values and academic goals. Key areas of consideration included the demonstrated enhancement of academic performance of university athletics, including student retention, graduation rates and overall GPA contributions. Comparisons with peer institutions were made to gauge the program's effectiveness and identify areas for improvement and a financial review of revenue streams from ticket sales and donations, as well as the operational costs, were undertaken. Recommendations from this working group are being incorporated into the overall planning for university athletics.

*"RSD is the framework for everything we do. Goal #5 Repositioning for Growth is the goal that most closely aligns with the work we do in Finance, but the truth is that all of it is our work. My team and I are always on the lookout for ways to enhance the student experience, whether it's through a beautiful campus or a low interest rate on debt or an opportunity for a student to work with us. I'm personally excited to see what's next and to continue to bring Seattle University to the next level."*



**Chris Malins | Vice President for Finance, Chief Financial Officer**



# Fostering Innovation Through Revenue-Sharing

*In its first year, the Online Mental Health Counseling Program generated enough surplus to allow approximately \$90,000 to be shared with the program and an additional \$90,000 with the Dean's Office.*

Over the last few years, Seattle University has identified significant market opportunities that promise growth in various sectors, such as online, graduate, professional and executive education programs. In order to foster innovation and drive sustainable growth that benefit the entire academic community, the university has invested in new or existing programs that show promise for robust and enduring growth. This investment is not only financial but also involves nurturing these programs to meet their full potential and incentivizes various segments of Seattle University.

The incentive model operates by rewarding success. As a program yields positive financial outcomes, a portion of the operating margin is redistributed back to the program and its respective school or college. This approach ensures that the benefits of success are felt broadly, enhancing motivation and fostering a culture of achievement.

The first trial into this new model was with the College of Education, focusing on the Online Mental Health Counseling Program. This pilot project tested our new framework and set a precedent for future endeavors. In its first year, the program generated enough surplus to allow approximately \$90,000 to be shared back to the program and an additional \$90,000 with the Dean's Office. This tangible success has proven the efficacy of the margin-sharing model and highlighted the potential for similar achievements across Seattle University.

Following this promising start, the initiative has been expanded to include all new online graduate programs once they reach a 50 percent margin threshold. Remarkably, the Online Mental Health Counseling Program achieved this benchmark in its inaugural year, underscoring the feasibility and scalability of the approach.

As Seattle University continues to build and enhance the infrastructure required to support these and other upcoming programs, the focus remains steadfast on growth and sustainability, demonstrating the collaborative spirit of Seattle University's approach to challenges and change. By investing in programs and people, the university is preparing for the future and actively shaping it.

# The 5G Partnership of Seattle University and T-Mobile

**SEATTLEU**

Seattle University and T-Mobile are joining forces to help deliver Seattle University's Connected Experience initiative, which aims to improve digital equity for students, advance student success outcomes, increase operational efficiencies and drive innovation. T-Mobile will be the primary 5G service provider for the campus-wide internet network and equip the university's staff with 5G-connected devices to streamline operations.

**T Mobile**

More exciting opportunities possible through this partnership include 5G-enabled smart cameras for enhanced campus security, student-led academic projects leveraging 5G innovation and creation of a program that enables international students to easily obtain cell service. A series of projects are expected in the next couple of years to benefit the campus and community.

*"As an international student, figuring out how to get an ID, getting a mobile connection (and) being in contact without overspending is often challenging. When I heard that SU is offering a T-Mobile Sim Card at \$160 per academic year, I did not think twice. SU has done great execution wise."*

Saran Teja | '25 MS in Business Analytics



## Strategic Growth in the 10-Year Plan

As Seattle University repositions for growth, Facilities and IT Services are collaborating on a 10-year capital plan that provides for long-range planning and methods for prioritization for annual and major capital expenditures. Utilizing this practice of financial planning streamlines the funding sources for capital projects, resulting in simpler accounting and consistency in approval. One major component of the 10-year plan includes enhancements to instructional spaces through physical remodels, technology upgrades and evaluation of energy-saving measures. Digital infrastructure modernization plans include transforming the Student Information and Enterprise Resource Planning System (SIS/ERP), adoption of cloud-based services and internet connection speed improvements.

## Updating Seattle University's Budget Processes

In early 2022, Seattle University developed a comprehensive budget calendar along with budget guidelines concentrating on process discipline and transparency in our annual July 1 to June 30 budget cycle. The guidelines are primarily focused on expenditures, with increased transparency in areas like budget calendar, major planning variables, budget baseline, reallocation of resources, priorities for new investments, requesting additional resources and governance. Additionally, several new reports have been added to our financial charts and graphs, providing more visualization, data analytics and clarity about the university revenues and expenses every year.



## Empowering Strategic Excellence Through Data-Driven Insights

Led by Decision Support, Seattle University is pursuing a “ONE Platform” strategy to enable a future where the university harnesses the power of information for the betterment of all stakeholders. This data, reporting and analytics ecosystem will be simplified and strengthened for effectiveness, agility and scalability.

Decision Support, with vendor partner HelioCampus, will deliver in two phases: 1) Core implementation delivery with fundamental student lifecycle data, dashboarding and reporting; and 2) Collaboratively expand Seattle University's data and analytics capabilities aligned with the needs of specific departments and units. Rollout and training are planned to begin in late Summer 2024, with a soft launch in August by early-adoption stakeholders and subject matter experts. Rollout will then continue in a phased approach for users throughout the student lifecycle.

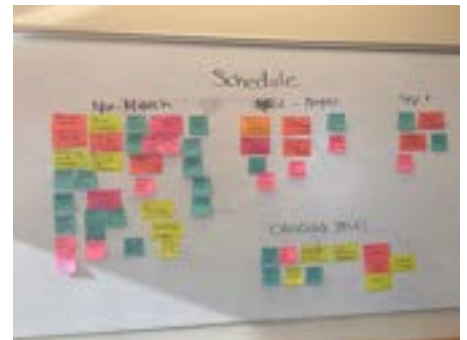




# Office of Strategic Initiatives

## Strategic Planning and Implementation

Our team is responsible for institutional strategic planning and guiding its implementation through transformational change. Here are some of the most common ways we provide tactical engagement and support to the Reigniting Our Strategic Directions working groups:



Project Management	Collaboration Tools	Communications
Strategic Planning	Change Management	Campus Engagement

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**Explore Reigniting Our  
Strategic Directions  
2022-2027**

