



Re-Imagining Duquesne's Spirititan Legacy For A New Era

STRATEGIC PLAN 2018-2023

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One hundred forty years ago a small band of visionary priests traveled from Europe to Pittsburgh on a mission—to found a small Catholic college to educate the families of recent immigrants working in the steel mills. Holding classes in rented space above a bakery on Wylie Avenue, the six Holy Ghost priests believed that a rigorous values-based education would provide otherwise unobtainable opportunities for their first group of 40 students. Over time, the priests built a world-class institution of higher education that grew in size and stature to become Duquesne University, educating the healthcare professionals, teachers, judges, financiers, journalists and other professionals who contributed to the rich tapestry of life in the Pittsburgh area and beyond.

We remain in awe of the Founders’ commitment and perseverance. In recalling those modest beginnings, we need to consider what those Spiritan Founders would think of the institution to which they gave birth.

Ken Gormley, Duquesne’s new president, poses this question: In what ways can Duquesne’s strategic priorities reflect the spirit (and the Spirit) that animated founder Fr. Joseph Strub and his colleagues for a *new era*?

In this document, we set forth five strategic imperatives that align squarely with our heritage yet embrace the challenges of our ever-evolving world. In pursuing these strategic imperatives, Duquesne will advance for an exciting new era its historic mission of providing an education for the mind, the heart and the spirit.

WE REMAIN IN AWE OF THE FOUNDERS’ COMMITMENT AND PERSEVERANCE. IN RECALLING THOSE MODEST BEGINNINGS, WE NEED TO CONSIDER WHAT THOSE SPIRITAN FOUNDERS WOULD THINK OF THE INSTITUTION TO WHICH THEY GAVE BIRTH.





1 Duquesne will identify bold pathways to offer students the knowledge and skills they will need for productive and fulfilling lives and careers in the 21st century



Institutions of higher education often declare they are “student-centered.” Yet the reality of making daily decisions that advance student interests is not so easy or clear-cut. Today’s Duquesne students have far different backgrounds than those children of immigrant steelworkers who first enrolled; still, they face similar hurdles in attaining success.

To prepare them for the world beyond graduation and to create a student-centered environment that will be a national model, we are committed to ensuring that Duquesne will

- consider the best interests of our students as the polestar of all decision-making, elevating even further this aspect of Duquesne’s historic mission;
- provide individualized services that begin even before students apply for admission at Duquesne and continue long after they graduate, making the Duquesne experience a rich lifetime experience;
- focus on the development and well-being of the whole student—physical, mental, emotional and spiritual—with a renewed emphasis on core values and ethics;
- provide a safe, comfortable, interactive living environment that fosters the growth of students academically, as persons, as citizens and as tomorrow’s leaders;
- incorporate into the curriculum an emphasis on civil discourse and an exploration of the positive and negative impacts of new technology on learning and other aspects of contemporary life;
- comprehensively reevaluate all facets of our curriculum and integrate practical applications and experiences into academic offerings so as to prepare students for the demands of the 21st century workforce;
- become a University known for providing first-rate internships and meaningful job/career opportunities for its students;
- re-imagine career services as career *development* to address the ever-changing job market and students’ needs throughout their time at Duquesne and beyond;
- re-engage Duquesne’s highly-talented alumni to make valuable internship and job opportunities available to students locally and nationally;
- create a vibrant campus that fosters a renewed sense of institutional spirit for all students by supporting the University’s athletic programs;
- recruit and retain students best able to benefit from Duquesne’s programs, including students with limited resources; and
- become a University known for providing a great value in higher education, constituting an excellent investment for students and their families.

CREATE A STUDENT-CENTERED ENVIRONMENT THAT WILL BE A NATIONAL MODEL





2 Duquesne will become the region's flagship institution for community engagement through mutually beneficial partnerships that advance the city, the region and the world



Throughout its history, our University has contributed to the dramatic development of the city, the region, the nation, the Catholic Diocese that serves as its home, and its partners around the globe. The challenges that confront communities today—locally, nationally and internationally—make Duquesne an invaluable partner.

In the role of a servant leader, therefore, Duquesne will

- refashion and broaden its community engagement initiatives to develop authentic, mutually beneficial alliances with governmental, faith-based and community organizations, focusing in particular on those in the Hill District, Uptown, the Mon Valley and other underserved areas;
- enhance the University's community engagement initiatives so as to promote civic awareness among students, faculty and staff, and support the work that results;
- play a central role in the development and sustainability of the Uptown Eco-Innovation District along the Forbes and Fifth Avenue corridors adjoining the Duquesne campus;
- collaborate with the Diocese of Pittsburgh and other dioceses to create educational support programs to assist in the development of their lay associates, clergy and students as these dioceses reconfigure themselves for the 21st century;

- develop creative programs for students in diocesan and public schools, including in underserved areas, through the Duquesne University Leadership Academy initiative and other programs;
- advance curricular offerings that enhance the Catholic and Spiritan Identity of the University;
- expand global engagement by solidifying rich existing relationships in Africa while also exploring new connections in areas of the world where Spiritans are already present or their Mission needed;
- expose students to languages, cultures and religions that differ from their own in order to encourage them to respond to the needs of others; and
- ensure that all students have an opportunity for an international and/or intercultural experience during their time at Duquesne.

OUR UNIVERSITY HAS CONTRIBUTED TO THE DRAMATIC DEVELOPMENT OF THE CITY, THE REGION, THE NATION





3 Duquesne's academic programs will transcend traditional boundaries, positioning it as a leader in interdisciplinary and interprofessional programs



Our University grew in 1911 when it established its first professional school in law. Other new schools followed: Business, Pharmacy, Nursing, Education, Music and the Health Sciences. Yet higher education today must resist the notion of rigid silos. The most exciting and creative work on campus often occurs when scholars collaborate across traditional academic boundaries. Moreover, employers increasingly seek to recruit students who are comfortable and nimble working on interdisciplinary teams.

Recognizing the importance of these trends, therefore, Duquesne will

- explore developing interdisciplinary programs in other cutting-edge areas, including information technology, informatics, data analytics, sustainability and other areas in which demand and need have grown;
 - launch the Grefenstette Center for Ethics In Science, Technology and Law and enhance programs in research and emerging technologies and their ethical implications to build upon historical strengths and address a critical need in this region;
 - create other interdisciplinary programs across traditional academic boundaries linking various schools and disciplines, for example by devising new ways of delivering instruction in foreign language skills to equip students for global opportunities.
- foster interprofessional education in health-related fields, leveraging the expertise of pharmacy, nursing, health sciences, healthcare ethics, biomedical engineering, the basic sciences, forensics and other existing academic programs to advance Duquesne's reputation in Integrative health;
 - expand existing health sciences programs and add new specialties to satisfy the national and international demand for such services;
 - pursue founding and launch of a College of Osteopathic Medicine comprising interprofessional simulation labs—next generation technology—clinics and research labs that will allow faculty, students and healthcare professionals to work together in a dynamic educational environment;

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4 Duquesne will create a vibrant campus community that fosters the achievements of its talented students, faculty and staff



When it was founded, Duquesne relied heavily on a small number of dedicated Spiritan priests to deliver “the Duquesne education.” Today, the complexity of a modern research university demands an increasingly diverse and talented workforce and resources.

- make available to faculty and staff ample and fulfilling opportunities for personal and professional growth; and
- create a new Staff Advisory Council charged with providing input to the administration on matters of importance to all non-faculty employees.

To achieve this end, Duquesne will

- recruit, hire and retain a talented, diverse, productive and dedicated community of teachers and staff to enrich and energize the entire campus;
- cultivate a pervasive campus culture of diversity and inclusion in recruitment, hiring and programming across campus, supported by a robust Diversity and Inclusion Council;
- refocus support for teaching excellence and pedagogical originality by tapping into advances in learning science to create transformative opportunities for students;
- redefine the Office of Research to creatively support research and scholarly initiatives that attract a wide array of current and future funding opportunities;

THE COMPLEXITY OF A MODERN RESEARCH UNIVERSITY DEMANDS AN INCREASINGLY DIVERSE AND TALENTED WORKFORCE





5 Duquesne will encourage an entrepreneurial spirit that will allow it to creatively steward University assets, adapt to changing environments and enhance its financial vitality to fulfill its mission for a new era



The Spiritans constructed Old Main on a limited budget by using bricks that they themselves had fashioned from the clay on which the building now stands. Today’s campus operates like a small city and requires the same commitment to efficiency and detail. To ensure the institution has the physical and financial means to maintain and grow in its mission of serving God by serving students, Duquesne will

- grow by expanding innovative curricular offerings;
- remain on the cutting edge of higher education, pursuing initiatives involving ethics, technology and other areas that allow Duquesne to establish a niche as a regional, national and international leader;
- become nationally known for outstanding enrollment management services, providing personalized attention to applicants, admitted students, current students and their families;
- actively and creatively engage all University stakeholders, including alumni, in the pursuit of sustained endowment growth;
- creatively and effectively develop, manage, maintain, use and/or liquidate University assets to allow optimum focus on core strengths and fuel the institution’s ability to grow;
- maintain, enhance and beautify the physical plant, so that the University’s resources can be utilized in a productive and energizing fashion for present and future generations;
- monitor emergent technologies for their educational and administrative potential and adapt accordingly;
- broaden public appreciation for Duquesne as a leading Catholic, Spiritan university by utilizing new strategies in marketing and communication;
- explore possibilities for regional learning alliances and educational partnerships beyond the campus, including collaborations with community colleges and other institutions that can help satisfy essential workforce needs and assist students from an array of different backgrounds achieve success;
- engage in outcomes assessment in all areas of the University’s operation, using the results to achieve continuous improvement;
- place a high value on sustainability, encompassing environmental protection, social responsibility, innovation, and sound business and policy practices; and
- annually assess and revise the current Strategic Plan to reflect the timeless values, energy and foresight of Duquesne’s Spiritan founders, evaluating its outcomes as a measure of success in its implementation.

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WE ARE COMMITTED,
IN THESE AND OTHER WAYS,
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AS WE ENTER AN
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