Duquesne University
Strategic Plan 2010-2015
This is a great time in the life of a great university.

This statement has never been as true as it is today, so I often use it when I have the opportunity to speak publicly about Duquesne. Ensuring that these words remain true requires us to chart a course for the future that will keep Duquesne University on the leading edge of American Catholic higher education. Therefore, I am pleased to present Duquesne University’s 2010-2015 Strategic Plan.

Successful planning of this nature is both an expression of our strength as an academic community and an exercise that further invigorates us. Faculty, staff and administrators have reached this common agenda together through a willingness to share ideas, respect the views of others, resolve differences in a civil and productive fashion, and reinforce our shared belief in the values that bind us together.

Multiple challenges lie ahead in the implementation of this plan, both in articulating its fuller implications and in securing the resources necessary to bring it to fruition. Our recent history indicates that all the necessities for success are at hand: an intense commitment to align our actions with our mission as a Catholic, Spiritan university; people who are dedicated, energetic and supportive; and a collective desire to create the best possible experience for our students.

All of these blessings, when combined with the life-giving Spirit that defines our community, give us faith that we will realize our ambitious vision for the greater Duquesne University of 2015.

Charles J. Dougherty, Ph.D.—President
**Vision**

**Duquesne University** will consolidate its position in the first ranks of American Catholic higher education by a University-wide emphasis on our Spiritan mission and identity, enhancement of the quality of our students’ experience, and development of our national reputation for academic excellence. Our goals will be achieved throughout the University—in the lives of students, among faculty and staff, and in all administrative units.
Overarching Goals

These ten statements serve as an expression of the core values of Duquesne University. They have been described as goals because they will guide our actions and will be reflected in the lives of everyone in the Duquesne community.

I. Our extraordinary and pervasive sense of MISSION as a Spiritan Catholic university will be the guide for all Duquesne University does.

II. ETHICS will be central for the University both theoretically and practically.

III. LEADERSHIP and the development of leadership skills will be a core focus.

IV. Duquesne University will become an increasingly diverse community and sustain an environment in which human DIVERSITY is valued.

V. SERVICE to others will be an essential theme in all our efforts.

VI. Respect for the ENVIRONMENT will shape both academic and business decisions.

VII. There will be responsible STEWARDSHIP of all University resources—human, financial and physical.

VIII. ASSESSMENT will be coordinated University-wide and used as a means of planning.

IX. There will be a new emphasis on AFRICA and the African diaspora.

X. A culture of EXCELLENCE will be created and sustained through policies, practices and habits that assure continuous improvement.
The Structure of the Plan

Three broad strategic priorities, each supported by nine specific strategies, form the architecture for the Plan—our blueprint for the Duquesne University of 2015.
Dr. Rodney Hopson is a professor in the Department of Foundations and Leadership, School of Education. A prolific researcher in the fields of social politics and policy, foundations of education, sociolinguistics and ethnography, Hopson is a passionate instructor and mentor.

Vice President for Mission and Identity, the Rev. James McCloskey, C.S.Sp., interacts with students at the Duquesne Union. Duquesne students benefit from the presence of national and international Spiritan fathers on campus.

**Strategic Priority 1**

*Duquesne University will continue to emphasize our Spiritan identity and mission.*

As America’s only Spiritan university, Duquesne bears a singular responsibility to reflect the distinctive charism of our sponsoring congregation. The Spiritan call emphasizes service to the poor and suffering; commitment to justice in all forms and expressions; and interreligious understanding that welcomes all and excludes none. As Spiritan priorities evolve in response to a changing world, Duquesne adapts to more fully embrace emerging Spiritan imperatives such as preserving the integrity of God’s creation through environmental stewardship. While Spiritans serve on six continents, many of their efforts and a majority of their new confreres— are in Africa. Thus, Duquesne will take a leading role in outreach to Africa and Africans everywhere.
With research interests that span international and comparative politics, human rights, transnational activism and global governance, Dr. Clifford Bob teaches in the Department of Political Science in the McAnulty College and Graduate School of Liberal Arts.
Links between Duquesne University and the worldwide Spiritan mission will be strengthened.

Service to others will be a theme throughout the Duquesne experience.

Duquesne students will be made aware of the problems of poverty, unjust structures, and the degradation of the environment in their own society and around the world.

Steps will be taken to ensure that relationships on campus are consistent with our mission, especially regarding civility and mutual respect.

Issues of peace, justice and respect for the integrity of creation will be highlighted in faculty research projects.

The continent of Africa will receive special focus, as well as the global African diaspora.

There will be new outreach to the poor in Pittsburgh, particularly in the Hill District.

The Catholic identity of Duquesne University will be strengthened while preserving our commitments to ecumenism and inclusion.

New models of connecting mission and ministry will be explored.

Duquesne University will continue to emphasize our Spiritan identity and mission.
Ron Casper manages the University’s inventory of environmentally friendly goods. Sustainability is intrinsic to Duquesne University’s mission—an annual charge that encompasses what our Spiritan sponsors call the “integrity of creation,” a profound respect for God’s gift of the world. One of the many ways that the University advances this mission is through responsible stewardship of natural resources.
“Duquesne serves God by serving students.” Our simple, straightforward statement of mission is at the core of all we do, yet realizing this goal is a highly complex matter. Student satisfaction results from a wide range of factors—from the quality of academic programs to the quality of food in the dining halls. We have been remarkably successful in attracting and retaining an increasingly talented, motivated and diverse student body; this momentum must be maintained and accelerated. Through sensitivity and responsiveness to a variety of concerns, Duquesne will serve the minds, hearts and spirits of today’s students, thus nurturing lifelong affinity among alumni.

**Strategic Priority 2**

*Duquesne University will further enhance the quality of our students’ experience.*
Bill Purse serves as professor and chair of the music technology program and guitar department at the Mary Pappert School of Music. A composer, arranger and producer in radio and television, Purse has produced and released several albums of original music. As an educational consultant, he is a well-known lecturer and clinician on guitar synthesis and computer/MIDI applications.
1. Freshman admissions will continue to become more selective. The percentage of legacy freshmen will increase.

2. The student body will become more diverse and support for human diversity will become a commitment of all students.

3. The quality of the student experience will promote life-long bonding to the University and continued engagement of alumni.

4. The graduate student experience will be assessed and improved.

5. There will be improved assessment of all student outcomes and those assessments will be used for systematic enhancements.

6. Intentional collaborations between Student Life and Academic Affairs will be increased.

7. Housing facilities will be improved, as well as facilities for commuter students.

8. Duquesne athletes will perform at the top of their conferences in sports and in academic performance.

9. The development of campus will continue with emphasis on functionality, beauty and sustainability.

Duquesne University will further enhance the quality of our students’ experience.
Director of the Graduate Forensic Nursing Program and nursing professor, L. Kathleen Sekula developed an innovative, graduate-level program in the field of forensic nursing that addresses violence and its consequences in communities, and creates opportunities for the unique contributions of nurses.

Dr. Jeffry Madura serves as chair of the Department of Chemistry and Biochemistry, Bayer School of Natural and Environmental Sciences. With expertise in the areas of computational chemistry and biophysics, Dr. Madura’s research group develops and applies computational methods to study the dynamics, structure, function and reactivity of small molecules, proteins, polymers and enzymatic reactions.
Duquesne has always been highly regarded in the Pittsburgh area, but for generations was little known outside the immediate region. That has changed, as the University has rapidly earned acclaim for its teaching and inquiry on a national and international scale. Duquesne is now ranked in the top tier of national doctoral universities, alongside America’s most renowned Catholic institutions. Academic programs across campus have received national recognition and praise from accrediting agencies. Faculty scholarly productivity and research funding are at record levels. The 2010-2015 Strategic Plan focuses on consolidating and building upon this progress.
With its state-of-the-art electronic research tools, wireless environment and attentive staff, the Gumberg Library provides a powerful array of resources to students and faculty. The library’s Assistive Technology Center provides equipment to empower the visually impaired, blind, hearing impaired and learning disabled to do their own research. The Gumberg Library hosts one of the world’s foremost collections in phenomenological philosophy.
1. Outstanding teacher-scholars and academic support professionals will continue to be hired and retained. Salaries will be competitive with national and regional peers.

2. Scholarship will increase with emphasis not only on numbers of publications but also on quality.

3. Interdisciplinary scholarship and interdisciplinary programs will be supported and new efforts in this area encouraged. Programs on sustainability will be a special focus.

4. An interdisciplinary program on Africa and the African diaspora will be established.

5. Research funding will be increased substantially.

6. The number of endowed chairs will continue to increase.

7. Graduate programs will be improved, with special emphasis on the quality of our Ph.D. programs.

8. Academic facilities and support technologies will continue to be improved.

9. Our libraries will become improved facilities for research and study and will be supported in accessing additional electronic resources.

Duquesne University will further develop its national reputation for academic excellence.
The true strength of this strategic plan is found in its simplicity. It focuses on outcomes, derived from dialogue and consensus-building among our constituencies. Exactly how these benchmarks are achieved will be determined by the creative and dedicated people of Duquesne, continually considering and applying these goals to their own efforts. As with the earlier strategic plan, unforeseen opportunities will surely emerge during the life of this plan and will be pursued according to their own strategic value.

From time to time, achievements advancing our progress will be accompanied by public recognition, but most of our triumphs will take place quietly in the day-to-day work of a great university. Over time, however, the cumulative effect of our daily victories will be unmistakable. The Duquesne of 2015 will be even stronger, more vibrant and more effective in living its Spiritan values and realizing its enduring mission—serving God by serving students.