

## VISION STATEMENT

Chapman University will be a student-centered institution, recognized nationally and internationally as a center of academic and personal excellence that prepares our students to contribute to a global society.

## MISSION

The mission of Chapman University is to provide personalized education of distinction that leads to inquiring, ethical and productive lives as global citizens.

## CENTRAL COMMITMENTS

The mission of Chapman University finds expression through the following central commitments:

- Create stimulating learning environments for a diverse population.
- Recruit and retain an outstanding faculty that cherishes teaching, research and creative activity as primary professional commitments and that strives to build a creative intellectual community in which the inquiring life is exemplified by a shared commitment among students and faculty to the pursuit of knowledge.
- Offer curricula that integrate liberal arts and professional learning in order to foster independent and critical thinking, effective communication and an international perspective.
- Create learning, living and working environments that foster diversity, multiple perspectives and the free exchange of ideas.
- Affirm our openness to diverse religious, spiritual, political and ethical traditions.
- Encourage the linkage between a life of learning, and service and vital interaction of the University with our wider communities.
- Devote resources in a fiscally responsible manner to support outstanding teaching, scholarship and learning, and develop facilities that enhance the living and learning environments.

THE  
**BRAND**  
IS THE PROMISE.

THE  
**CHAPMAN  
EXPERIENCE**  
IS THE  
**DELIVERY**  
ON THAT  
**PROMISE.**



[Chapman.edu/StrategicPlan](http://Chapman.edu/StrategicPlan)



**TO EXPERIMENT BOLDLY.  
ACT THOUGHTFULLY.  
LIVE BEAUTIFULLY.  
EXPLORE TIRELESSLY.**

Engineering the future of Chapman University

**THE STRATEGIC PLAN**

2019-2023



## LETTER FROM THE PRESIDENT



There is something special about Chapman University. Something that brings us all here. To a place where we rise to the world's challenges and make an impact.

This institution has grown in so many ways and continues on a trajectory unlike any other in the country. We have record student applications, record enrollment and record philanthropy. Our physical campuses are on a path to better serve our students. I couldn't be prouder to be a part of the Chapman Family as we look to the future.

Through the new strategic direction outlined here, we will continue on our path of transformation. Woven throughout this plan is a commitment to improving the Chapman Experience. We must be more than the knowledge we discover and impart; we must create the best experience possible for our students.

That experience will include cutting-edge research, with an enhanced focus on providing funding and technology for our faculty and students. We will continue to improve the physical environment to develop even more space for teaching, research, discovery and learning at both the Orange and Rinker campuses. It is our responsibility as a University to contribute new knowledge to the world. Therefore, we must have the resources and facilities to support that mission.

We must also continue to evolve and diversify our student, faculty and employee profile. This means a commitment to recruitment practices that provide equity and access, and a campus environment that is welcoming and inclusive. Our curriculum must also expand in its diversity and inclusion, as we reach out to collaborate with our surrounding communities. We can only live up to the promise of preparing our students for a global society if we welcome the world onto this campus.

I look forward to working with each of you to bring this ambitious new vision to life.

When the world asks me what Chapman can do, I answer: **Anything Imaginable.**

With gratitude,

Daniele C. Struppa  
President

**THE CHAPMAN BRAND.** Our brand is how we tell our story. It is our distinct look, feel and voice that builds national recognition. It's the stories we tell that set us apart.

**THE CHAPMAN EXPERIENCE.** Consistently and intentionally deliver an exceptional experience to the members of the Chapman Family: students, staff, faculty, alumni, parents and families, donors, board members and friends.

When we tell our story in a clear, compelling and consistent way, it reinforces the Chapman Experience.

## STRATEGIC PRIORITIES

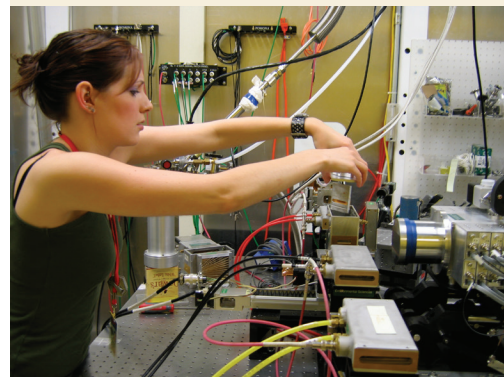
### FOWLER SCHOOL OF ENGINEERING

**Establish Fowler School of Engineering** in the Keck Center for Science and Engineering (*fall 2020*).

Build on existing programs in **computer science, software engineering** and **data analytics**.

Launch **new degree programs** in:  
B.S. Computer Engineering (*fall 2020*)  
B.S. Electrical Engineering (*fall 2022*)  
M.S. Computer Science

Create **future pathways to programs** in:  
Biomedical engineering  
Mechanical engineering  
Civil/Environmental engineering



### CHANGING STUDENT PROFILE

**Student recruitment.** Strategically recruit students from underserved populations and first-generation students in our local community.

**Community engagement.** Broaden community outreach programs and partnerships.

**Campus climate.** Create a campus climate that supports student success; increase four- to six-year graduation rates.

**Curriculum.** Support and expand interdisciplinary minors, service-learning opportunities, and curricular innovation by faculty.



### EXPANDING OUR RESEARCH AGENDA

**Faculty development.** Attract more external support for the Faculty Opportunity Fund.

**Student research.** Increase opportunities for graduate and undergraduate research.

**Sponsored research.** Build support for sponsored research by securing more grants.

**Economic development.** Encourage industry partnerships and potential commercial ventures.

**Research technology.** Invest in high-performance tools to augment research agenda.

**Library of tomorrow.** Transform Leatherby Libraries into the library of the future.



### OPTIMIZING OUR CAMPUS FOOTPRINT

**Add 1,300 beds** to Chapman-owned residences through **student housing enhancements**.

**Build out engineering space** in the Keck Center to support opening of the Fowler School of Engineering in 2020.

**Expand services and facilities** at the **Rinker campus**.

Orange campus **development** and **modernization**, including **enhanced art** and **dance facilities**.

### COMPREHENSIVE FUNDRAISING CAMPAIGN

**How We Get There:**

Grow **endowment**.

Enhance **campus environment**.

Enrich **program offerings**.

Offer wider variety of **scholarships**.