

# INSTITUTIONAL PLANNING

EAP Form 1.10 (Rev. 11/18)



STATE OF WISCONSIN  
EDUCATIONAL APPROVAL PROGRAM  
P.O. Box 8366  
MADISON, WISCONSIN 53708-8366  
(608) 266-1996

The Educational Approval Program (EAP) is a postsecondary education agency that employs a regulatory model focused not only on compliance, but also institutional effectiveness. To facilitate an environment in which schools seek to be effective organizations that improve over time, the EAP requires schools to submit evidence that appropriate planning has been conducted. Although similar to a strategic or business plan, this information will enable the EAP and school officials to engage in a dialogue over time about the effectiveness and future of the school.

Schools that already have some type of strategic or business plan (e.g., schools that have either a corporate or accreditation plan) must adapt these documents to the following requirements and focus on Wisconsin operations and students. The EAP does not expect any school to divulge any sensitive, proprietary business information. The information must address the five elements identified below and provide the information requested.

## I. SCHOOL INFORMATION

Name of School:

Saybrook University

## II. PLANNING ELEMENTS

**A. MISSION.** Describe your school's mission and vision, which identifies its purpose and its core values.

Saybrook mission: Saybrook University relentlessly pursues a socially just, sustainable world by educating humanistic leaders who transform their fields and communities.

Through graduate-level research and instruction in mental health, transformative social change, and integrative medicine, Saybrook University aims to help students to self-actualize while contributing to the quality of lives of others. Saybrook University's academic model puts the student at the center of everything we do to provide a unique, transformational, learning experience. Saybrook University is proud to be a diverse, inclusive community of creative, compassionate innovators dedicated to pursuing new ways of thinking and doing for our professions, organizations, and communities. We are scholar-practitioners who seek and apply knowledge to solve problems and foster social transformation. We approach what we do with systems, or holistic, perspective based on a belief in the inherent interconnection of all things.

Saybrook University has 10 core principles and values, published in our Catalog. Please see Exhibit I for the list of core principles and values.

**B. MARKET.** Discuss the nature of your school and the business in which it is engaged. Describe who your existing and/or potential customers are and what motivates them to enroll in your school. Explain how you let these customers know you are in business. Finally, identify who your competitors are and how you are different from them.

Saybrook University was founded over 50 years ago by some of the greatest minds of the 20th century and continues to inspire a new generation of innovators. We are a non-profit regionally accredited university known for its commitment to humanistic studies and rigorous research. Saybrook offers advanced degrees in flexible learning formats to help students continue to be active contributors in the fields they work in while they advance their education. Students attending Saybrook University tend to be working adults with many responsibilities. Some are licensed practitioners looking to advance as practitioners. Others seek to conduct research and/or enter the academy to educate the next generation of practitioners and scholars. Saybrook University is one of 6 partner institutions of the TCS Educational System. TCS provides services such as financial aid, enrollment management, and marketing, enabling our faculty to focus on instruction. We tend to reach our students through digital marketing and community outreach. Saybrook University's key competitors are: Fielding University, Walden University, and Pacifica University. Our humanistic orientation and wrap around student supports are what differentiate us from our competitors.

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**C. MANAGEMENT.** Describe your management team and how it functions to lead, administer and position the school. If your school has advisory boards, describe how the school uses them for program and school improvement.

Saybrook University's President, Chief Academic Officer, and Assoc VP for Student Affairs all hold terminal degrees in academic disciplines. College deans are part of the President's Leadership Cabinet along with Assoc VP's for Finance, Advancement, and Enrollment Services Management. Faculty senate co-chairs also serve on the cabinet. Saybrook University has a Board of Trustees that has fiduciary oversight along with ensuring the institution stays regionally accredited (WSCUC). The President of the Board of Trustees along with the University President are members of the TCS Board of Trustees to facilitate collaboration around shared services. Most academic programs have program advisors or advisory boards to advise on program and curricular relevance.

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**D. SWOT ANALYSIS.** Identify your school's strengths, weaknesses, opportunities and threats (SWOT). Based on the results of this SWOT analysis, provide the following:

- 3 to 5 goals for strengths/weaknesses and how they will be addressed by your school.
- 3 to 5 goals for opportunities/threats and how they will be addressed by your school.

The goals should have specific objectives, defined results, a timeline for completion and metrics (some type of evaluation or measurement) by which the institution can evaluate/measure their success. In developing its goals, the school may wish to refer to the Elements of Effective Institutions graphic that is included on the back page of this form.

1. Expand resources and capacity for long-term sustainability

- Achieve active enrollment of 1,000+ students by 2025 with annual revenues of \$20M+.
- Create market-supported academic & professional entrepreneurial activities.
- Actualize fundraising activities resulting in well-funded reserves.
- Foster a workplace that supports investment in people and advances strong, ongoing engagement.

2. Fuel organizational and Community Impact

- Deploy new & expand existing programs in integrative health, social work, & behavioral sciences.
- Recruit & retain excellent scholar-practitioner faculty.
- Deploy outstanding educational experiences leveraging internal & System resources.
- Augment integration with TCS Education System.
- Develop a culture of service in our communities.

3. Promote a student and humanity-centered culture

- Implement new & upgrade existing curriculums maximizing learning benefits and flexibility for students.
- Assure excellence in the delivery of University services.
- Implement a dynamic feedback loop for students, alumni, faculty, and staff leading to

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**D. SWOT ANALYSIS** *(continued)*

innovation and continuous improvement of Saybrook experience

4. Improve & expand academic quality, access, and value

- Deploy active & future technologies that advance strong student outcomes.
- Implement a rigorous program review process supporting transformational learning.
- Expand student & alumni support services increasing overall value.
- Implement experiential opportunities for students and staff leveraging System and internal resources

5. Establish a culture committed to Justice, Equity, Diversity, and Inclusion (JEDI) principles across the university

- Continue to build structures and processes that support a culture of belonging and improving the experience of JEDI.
- Assure that the process, investigation, and resolution of complaints is transparent, equitable, and human-centered.
- Continue to build curricula that reflect JEDI principles supporting current and future needs of our learners.
- Create and implement policies & structures supporting JEDI at Saybrook University.
- Identify processes, procedures, and educational activities that increase the community's understanding of their rights and responsibilities related to defining, reporting, and investigating harassment & discrimination.

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**E. FUTURE VISION.** Describe your school 5 years from now. What will it look like and how will it be positioned in the marketplace.

In 2028, Saybrook University has grown to 1500 students, expanded its degree offerings within its niche areas of strength and broadened its enrollment to include more students in the midwest and south. Saybrook's grant sponsored research will have grown along with opportunities for funded student research. The Community Learning Experience will be a signature event that draws students, alumni, and other practioners together to learn and network, further extending our service and reach along with opportunities for student and alumni networking and mentoring.

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**III. SUBMISSION**

***I hereby certify that the information contained on this form and any attachments to the form is true and correct to the best of my knowledge.***

Signature of Authorized School Official:



Print or Type Name and Title of Authorized School Official:

Dr. Robyn Parker

Date:

09/01/2023