



R·I·S·E STRATEGIC PLAN 2027

2023-2024

Mission: The Viterbo University community prepares students for faithful service and ethical leadership.

Vision: A Catholic, Franciscan university boldly transforming students and our communities through service, collaboration, and leadership.

Identity: Founded by the Franciscan Sisters of Perpetual Adoration, Viterbo is a Catholic, Franciscan university in the liberal arts tradition.

Values: In keeping with the tradition of our Franciscan founders, we hold the following core values:

- Contemplation, reflecting upon the presence of God in our lives and work
- Hospitality, welcoming everyone we encounter as an honored guest
- Integrity, striving for honesty in everything we say and do
- Service, working for the common good in the spirit of humility and joy
- Stewardship, practicing responsible use of all resources in our trust



Goals and Priorities

RESOURCES: Diversify and strengthen revenue streams.

1. Conduct comprehensive campaign.
2. Expand offerings through the Center for Professional Learning.
3. Create new revenue-generating agreements.
4. Create new cost-saving agreements.
5. Strengthen grant culture.

IDENTITY: Foster a missional, inclusive reputation and campus culture.

1. Create a welcoming campus environment where all students can thrive.
2. Embrace Viterbo's Catholic, Franciscan identity, mission, and values.
3. Institutionalize diversity, equity, and inclusion efforts.
4. Form community partnerships to meet organizational and societal needs.
5. Strengthen Viterbo's service and servant leadership culture.
6. Enhance our ability to "tell the Viterbo story," both internally and externally.

STUDENTS: Increase student recruitment, engagement, retention, and success.

1. Foster academic excellence through inquiry, integrative scholarship, and artistic work.
2. Advance transformative teaching and learning to develop students as global citizens, contributors to community, and towards self-actualization.
3. Provide and promote distinctive, meaningful co-curricular student experiences.
4. Attract and support key new student populations.
5. Refine a comprehensive program portfolio to meet market demand.

ENGAGEMENT: Become the regional higher education employer of choice.

1. Strengthen employee recruitment, engagement, and retention.
2. Make strides in equitable and just compensation and benefits.
3. Improve systems and operations to support institutional effectiveness and organizational efficiency.

Historical Perspective

- 1890** Founded by the Franciscan Sisters of Perpetual Adoration as St. Rose Normal School to prepare FSPA members to teach in elementary schools.
- 1923** Collegiate courses are introduced and a move is made toward a four-year college program.
- 1931** St. Rose Junior College is formally established
- 1937** Name changes to Viterbo College.
- 1939** Viterbo is approved as a four-year, degree granting institution for the preparation of elementary school teachers.
- 1943** The first lay women are admitted.
- 1954** Viterbo receives accreditation by the North Central Association of Colleges and Secondary Schools.
- 1971** Viterbo becomes co-educational and adds intercollegiate athletics.
- 1987** Viterbo's first master's degree program is launched.
- 1999** The D.B. Reinhart Institute for Ethics in Leadership is established.
- 2000** Viterbo changes its name to Viterbo University formalizing the status assigned by the U.S. Department of Education as a "comprehensive institution" due to the phenomenal growth in enrollment and its expansion of undergraduate, graduate, and outreach programs.
- 2013** The first doctoral program is introduced: Doctor of Nursing Practice.
- 2018** FSPA transfers sponsorship of Viterbo University to Viterbo Ministries.

Strategic KPIs and Priority Success Metrics

Viterbo University measures a wide array of Key Performance Indicators (KPIs) to track institutional health and mission effectiveness. KPIs are high-level, quantitative measurements which are publicly available to the extent possible, yield data from comparable institutions, and are lagging indicators by nature. This proposed set of Strategic KPIs are a sub-set of institutional KPIs and include only measurements which are aligned with the goals and priorities of the RISE Plan.

R ESOURCES: Diversify and strengthen revenue streams.

STRATEGIC KPI	BASELINE	GOAL (2027)
Tuition and Fees	\$32,938,769, July 2022	\$39,000,000
Net Tuition and Fee Revenue per Undergraduate Student	\$12,558 (FTFTFY 2022 cohort)	\$14,000
Endowment—New Gifts	\$559,251, July 2022	In development
Campaign Revenue	N/A	\$30,000,000
Federal Grant Revenue	\$722,091, July 2023	In development

I DENTITY: Foster a missional, inclusive reputation and campus culture.

STRATEGIC KPI	BASELINE	GOAL (2027)
Understanding of Mission	3.8, Spring 2023; Comparison Group average, 3.7	4.0 of 5
Heritage of Founders	4.1, Spring 2023; Comparison Group average, 4.1	4.3 of 5
Campus Climate Survey	N/A	In development
BIPOC Third Semester Retention Rate	57%, Sept. 2023; Five-year average of 67%	Average of 70%

S TUDENTS: Increase student recruitment, engagement, retention, and success.

STRATEGIC KPI	BASELINE	GOAL (2027)
Undergraduate Enrollment	1,393, Sept. 2023	1,500, Sept. 2028
Graduate Enrollment	914, Sept. 2023	1,100, Sept. 2028
International and BIPOC Students	15%, Sept. 2023	20%
Third-semester Retention Rate	70%, Sept. 2023	Average of 76%
Four-year Graduation Rate	Five-year average of 51%	Average of 57%
Undergraduate Success in Field	95%, July 2023	Average of 96%
Supportive Environment	34.6, Spring 2023	35.0

E NGAGEMENT: Become the regional higher education employer of choice.

STRATEGIC KPI	BASELINE	GOAL (2027)
Employee Turnover	25%, Jan. 2023	15%
Equitable Compensation	N/A	In development

